

# CHICAGO ACADEMY OF SCIENCES

June 10, 1999

To: Board of Trustees

Fr: Lew Crampton

Enclosed you will find the Annual Meeting notice as well as the proposed ballots for the forthcoming election of officers and trustees on June 29, 1999. Also enclosed, for your consideration, is the resume of Susan Stone, who has been recommended by the Nominating Committee as a candidate for trusteeship.

Other materials will be mailed to you as they become available. Please make every effort to attend this important meeting.

# CHICAGO ACADEMY OF SCIENCES

June 10, 1999

TO: BOARD OF TRUSTEES

FR: LEW CRAMPTON

## IMPORTANT MEETING NOTICE

The 142nd Annual Meeting of the Board of Trustees of the Chicago Academy of Sciences will take place on June 29, 1999 at the Peggy Notebaert Nature Museum at 12:00 noon.

Please make every effort to attend this important meeting.

RSVP to Bettie Leslie - 773-549-0606 or FAX 773-549-5199.

Yes ☐ I will attend.

No ☐ I cannot attend.

From: \_\_\_\_\_

# CHICAGO ACADEMY OF SCIENCES

## PROPOSED BALLOT FOR OFFICERS FOR 1999-2000

### CHICAGO ACADEMY OF SCIENCES

June 10, 1999

#### For a term of one year:

For Chair	Judy Istock
For Vice Chair	Peggy Notebaert
For Vice Chair	Richard Williams
For Secretary	Harvey Plotnick
For Treasurer	Bill Elliott

**PROPOSED BALLOT FOR THE TRUSTEES  
OF THE CHICAGO ACADEMY OF SCIENCES**

JUNE, 1999

**Three year terms:**

Be it resolved that **Kell Benson** be elected to a three-year term as a Trustee of the Chicago Academy of Sciences to end with the annual meeting of 2002.

Be it resolved that **Richard Bott** be elected to a three-year term as a Trustee of the Chicago Academy of Sciences to end with the annual meeting of 2002.

Be it resolved that **Lewis Crampton** be elected to a three-year term as a Trustee of the Chicago Academy of Sciences to end with the annual meeting of 2002.

Be it resolved that **Robert Cumming** be elected to a three-year term as a Trustee of the Chicago Academy of Sciences to end with the annual meeting of 2002.

Be it resolved that **Marge Hartigan** be elected to a three-year term as a Trustee of the Chicago Academy of Sciences to end with the annual meeting of 2002.

Be it resolved that **Hall Healy** be elected to a three-year term as a Trustee of the Chicago Academy of Sciences to end with the annual meeting of 2002.

Be it resolved that **Alejandro Silva** be elected to a three-year term as a Trustee of the Chicago Academy of Sciences to end with the annual meeting of 2002.

Be it resolved that **Susan Stone** be elected to a three-year term as a Trustee of the Chicago Academy of Sciences to end with the annual meeting of 2002.

Be it resolved that **Paula Trienens** be elected to a three-year term as a Trustee of the Chicago Academy of Sciences to end with the annual meeting of 2002.

Be it resolved that **David Voss** be elected to a three-year term as a Trustee of the Chicago Academy of Sciences to end with the annual meeting of 2002. Mr. Voss's eligibility is the result of a special resolution allowing an additional three years of service, passed by the Board of Trustees at its meeting of April 24, 1999.

Susan R. Stone  
1114 Sheridan Road  
Glencoe, IL 60022  
847-835-2641

### **Present Boards :**

Field Museum Women's Board  
Alliance Française de Chicago  
Northwestern University Women's Board  
University of Chicago Women's Board

### **Memberships:**

Garden Committee for the Millennium Lakefront Project  
The Arts Club of Chicago  
Evanston North Shore Bird Club, -  
The Garden Conservancy  
Chicago Botanic Garden  
Art Institute of Chicago  
- Antiquarian Society  
- Print & Drawing Club

### **Projects:**

Volunteer Art Coordinator for Stone Container Corporation.  
Purchased and installed over two hundred pieces of twentieth century works on paper and paintings for their corporate offices.

Convention and Event Planner for Stone Container Corporation,  
including several four-day conferences for three hundred employees.  
Planned lectures, tours, sporting events, dinners and entertainment.

### **Interests:**

Family, travel, gardening, bird watching, bridge, art, education,  
opera, theater, computer.

### **Education:**

Smith College, Northampton, MA  
University of Pennsylvania. Philadelphia. PA

**Proposed Agenda**  
**THE CHICAGO ACADEMY OF SCIENCES**  
**142nd ANNUAL BOARD OF TRUSTEES MEETING**  
**PEGGY NOTEBAERT NATURE MUSEUM**  
**JUNE 29, 1999**  
**NOON**

1. Call to order - Mr. Voss (Noon)
2. Chairman's remarks - Mr. Voss (10 min)
3. Report of the Secretary - Mr. Plotnick (5 min)  
**ACTION ITEM: Be it resolved that the Board of Trustees approves the minutes of the meeting of April 27, 1999 as circulated.**
4. President's Report - Lew Crampton - (10 min)
5. Report of the Development and Marketing Committee - Mr. Cox (15 min)

- a. Quarterly report
- b. Goals for coming year

**ACTION ITEM: Be it resolved that the Board of Trustees approve the goal of \$1.4 million for the Annual Fund for fiscal 1999-2000 and commit to achieving this goal.**

6. Report of the Campaign Cabinet - Mrs Notebaert (15 min)

**ACTION ITEM: Be it resolved that the Board of Trustees approve the goal of \$4,000,000 for the Campaign for the 21st Century for fiscal 1999-2000 and commit to achieving this goal.**

7. Report of the Finance Committee - Mr. Benson (20 min)

- a. Quarterly financial and projected year end results
- b. Budget for fiscal 1998-99

**ACTION ITEM: Be it resolved that the Board approves the budget for fiscal 1999-2000 as recommended by the Finance Committee.**

8. Report of the By-Laws and Legal Committee - Mr. Healy (5)

9. Report of the Nominating Committee - Mr. Pick (5 min)

a. Election of Trustees (ballot circulated June 11)

b. Election of Officers (ballot circulated June 11)

c. Committees and Charges

**ACTION ITEM: Be it resolved that the Board of Trustees approves the committee charges, membership, and chairs as presented.**

10. Report of the Education and Exhibits Committee - Mrs. Reguera (10 min)

11. Report of the Facilities Committee - Mr. Pick (10 min)

12. Report of the Research and Symposia Committee - Mr. Plotnick (10 min)

13. Other business

a. Proposed special informational Board meeting September 14.

b. Upcoming events:

14. Executive session

15. Adjournment

**PLEASE NOTE: BOARD MEETING DATES FOR 1999 - 2000**

October 26, 1999, January 25, 2000, April 25, 2000, June 27, 2000, October 24, 2000.

## THE CHICAGO ACADEMY OF SCIENCES

Revised June 26, 1998

To: The Board of Trustees

From: David Voss

On: Committee Charges

According to the By-Laws, the Board reviews and approves the committee charges. The following committee charges are recommended.

**Executive** — The Executive Committee members, designated by the By-Laws, are the officers and such others as may be appointed by the Board. It is suggested that all chairpersons of committees be added to the Executive Committee. The Executive Committee acts for the Board between its meetings within the scope set forth by the By-Laws.

**Nominating** — The Nominating Committee is defined in the Academy By-Laws. The committee seeks to bring to the board new trustees who appreciate the purpose and mission of the Academy and have the commitment, abilities, and resources to support it; evaluates the representativeness of the Board; makes recommendation as to the size of the Board; evaluates the performance and service of current Board members; and evaluates and makes recommendations to the Board regarding elections to Scientific Governors, Honorary Trustees, and Academy Council.

**Finance and Audit** — The Finance Committee, reviews the budget as drafted by the staff and proposes it to the Board; monitors the financial performance of the Academy throughout the year, approving alterations to the projection as necessary; reviews the financial statements, and reports quarterly to the Board; oversees Academy insurance coverage; assesses Academy compliance with the financial criteria which make it eligible for funds from the tax levy and from the Aquarium and Museums Bond Fund; chooses an investment manager, provides instructions governing the management of the portfolio, and monitors the manager's performance; recommends financial advisors as needed; recommends nature and timing of special financing for the Academy; manages and monitors Academy long-term debt; chooses and receives the report of the certified public accountants.

**Development and Marketing** — The Development and Marketing Committee, sets goals for annual giving for individuals, corporations, and foundations; mobilizes the entire trusteeship to attain these goals; establishes planned giving and endowment programs; sets fundraising programs related to special events and major exhibits; establishes goals and programs for general memberships and special advisory groups; oversees initial phases of fundraising campaign for expansion; recommends and monitors fundraising counsel.

The Committee, works to strengthen the image of the Academy in the community and with public agencies, builds public participation in the activities of the Academy; reviews marketing plans and product development; organizes and sponsors special events. The committee may



involve advisory groups in these promotional activities, and may recommend special counsel.

**Education and Exhibits** — The Education and Exhibits Committee, sets goals for the education and exhibits program of the Academy; evaluates new opportunities and current educational services, including outreach, teacher training, on-line, and collaborative programs, which the Academy might provide; reviews proposals for major permanent and temporary exhibits and recommends them to the Board; develops strategic exhibit plans for the New Museum.

**Facilities Administration** — The Committee, reviews and monitors all policies affecting the Academy's real estate and administrative services. The Committee shall develop policies relating to the buildings and grounds of the Academy including future growth plans, security and safety and others support services such as stores and food service.

**By-Laws and Legal** — The By-Laws and Legal Committee, reviews the By-Laws for changes which might improve the functioning of the Academy; monitors the legal position of the Academy with regard to suits and other legal actions which might involve the Academy; examines relationships between the Academy and various advisory groups which may be formed; reviews personnel administration and assures adherence to legal requirements.

**Research and Symposium Committee** — The Research and Symposium Committee, sets goals for the biological research and collections programs of the Academy in accordance with its stated purpose and mission; reviews the state of the collections and makes recommendations relating to the care of the material and increased use by the scientific community; authorizes the development of proposals for major scientific meetings and presents such proposals to the Board.

The Committee, reviews the programs of the International Center and makes appropriate recommendations to the Board.

**The Campaign Cabinet** — This committee, shall be responsible for the fund raising policies and programs needed to ensure the success of the Campaign for the 21st Century to build and equip the new Nature Museum of the Academy. The membership shall consist of the Chairs of four subcommittees (Civic Leadership, Individual Gifts, Local Business and Special Events) and several 'at large' members.

**THE CHICAGO ACADEMY OF SCIENCES**  
Committee Assignments - Fiscal Year 1999-2000

**Finance and Audit**

Kell Benson - Chair -312-580-0600  
William Elliott - Treas.312-755-1109  
Richard Bott - 312-904-7367  
Tom Cox-847-945-6446  
Robert A. Cumming - 312-665-1805  
Thelma Smith-773-624-2000

**Nominating**

Paula Trienens - Chair - 847-835-4252  
Judy Istock-312-944-7182  
Earl Neal - 312-641-7144  
Peggy Notebaert-773-472-2355  
Al Pick - 773-247-7214  
Richard Williams-312-372-1033

**Research and Symposia**

Harvey Plotnick - Chair -312-819-4015  
Lewis Crampton-773-549-0606  
Robert A. Cumming - 312-665-1805  
William Elliott -312-755-1109  
Peggy Fossett-312-642-2817

**Development and Marketing**

Tom Cox, Chair-847-945-6446  
Richard Bott 312-904-7367  
Lewis Crampton-773-549-0606  
Peggy Fossett-312-642-2817  
Doug Hanslip-847-374-3902  
Hall Healy-847-695-8855  
Ben Lenhardt-312-220-7280  
Earl Neal - 312-641-7144  
Peggy Notebaert, CSC Chair-773-472-2355  
Harvey Plotnick-312-819-4015  
Alejandro Silva - 773-254-7400  
Lowell Stahl - 773-267-2700  
Richard Williams-312-372-1033

**Education and Exhibits**

Deborah Reguera - Chair - 847-318-1745  
Lewis Crampton, 773-549-0606  
William Elliott 312-755-1109  
Marge Hartigan -773-338-3992  
Judy Istock- 312-944-7182  
Lowell Stahl - 773-267-2700  
Paula Trienens - 847-835-4252

**Facilities and Administration**

Al Pick, Chair 773-247-7214  
Tom Cox- 847-945-6446  
Ben Lenhardt-312-220-7280

**Campaign Cabinet**

Peggy Notebaert, Chair-773-472-2355  
Judy Istock-312-944-7182  
Tony Nichols-773-404-3211  
Harvey Plotnick-312-819-4015  
David Voss - 773-247-7214  
Richard Williams-312-372-1033

**By-Laws and Legal**

Hall Healy, Chair-847-695-8855  
Thelma Smith-773-624-2000  
Richard Williams-312-372-1033

**Executive Committee**

Judy Istock - Chair - 312-944-7182  
Peggy Notebaert, Vice Chair-773-472-2355  
Richard Williams, Vice Chair-312-372-1033  
Harvey Plotnick - Secretary-312-819-4015  
William Elliott - Treasurer - 755-1109  
Kell Benson - 312-580-0600  
Tom Cox - 847-945-6446  
Hall Healy - 847-695-8855  
Al Pick - 773-247-7214  
Deborah Reguera - 847-318-1745  
Paula Trienens - 847-835-4252

**Board Meeting Dates - 1999-2000**

October 26, 1999 January 25, 2000  
April 25, 2000 June 27, 2000

# CHICAGO ACADEMY OF SCIENCES

June 24, 1999

To: Board of Trustees

Enclosed you will find materials for the Board meeting June 29, 1999.

They include:

1. Proposed agenda
2. Minutes of the April 27th meeting
3. Minutes of the Research and Symposia Committee meeting
4. Minutes of the Finance Committee meeting
5. Minutes of the Nominating Committee meeting
6. Vitae of Nydia Santos Searle - Candidate for trusteeship
7. Quarterly report for Education Department
8. Exhibition Program Progress Report
9. Development and Marketing Quarterly Report
10. Development and Marketing Financial Report

Thank you for your interest and participation.

**Agenda**  
**THE CHICAGO ACADEMY OF SCIENCES**  
**142nd ANNUAL BOARD OF TRUSTEES MEETING**  
**PEGGY NOTEBAERT NATURE MUSEUM**  
**JUNE 29, 1999**  
**NOON**

**The Board of Trustees will meet in Executive Session prior to the beginning of the regular meeting.**

1. Call to order - Mr. Voss
2. Chairman's remarks - Mr. Voss (10 min)
3. Report of the Secretary - Mr. Plotnick (5 min)  
**ACTION ITEM: Be it resolved that the Board of Trustees approves the minutes of the meeting of April 27, 1999 as circulated.**
4. President's Report - Lew Crampton - (10 min)
5. Report of the Development and Marketing Committee - Mr. Cox (15 min)
  - a. Quarterly report
  - b. Goals for coming year

**ACTION ITEM: Be it resolved that the Board of Trustees approve the goal of \$1.4 million for the Annual Fund for fiscal 1999-2000 and commit to achieving this goal.**

6. Report of the Campaign Cabinet - Mrs Notebaert (15 min)

**ACTION ITEM: Be it resolved that the Board of Trustees approve the goal of \$4,000,000 for the Campaign for the 21st Century for fiscal 1999-2000 and commit to achieving this goal.**

7. Report of the Finance Committee - Mr. Benson (20 min)
  - a. Quarterly financial and projected year end results
  - b. Budget for fiscal 1998-99

**ACTION ITEM: Be it resolved that the Board approves the budget for fiscal 1999-2000 as recommended by the Finance Committee.**

8. Report of the By-Laws and Legal Committee - Mr. Healy (5)
9. Report of the Nominating Committee - Mr. Pick (5 min)
  - a. Election of Trustees (ballot circulated June 11)
  - b. Election of Officers (ballot circulated June 11)
  - c. Committees and Charges

**ACTION ITEM: Be it resolved that the Board of Trustees approves the committee charges, membership, and chairs as presented.**
10. Report of the Education and Exhibits Committee - Mrs. Reguera (10 min)
11. Report of the Facilities Committee - Mr. Pick (10 min)
12. Report of the Research and Symposia Committee - Mr. Plotnick (10 min)
13. Other business
  - a. Proposed special informational Board meeting September 14.
  - b. Upcoming events:
14. Adjournment

**PLEASE NOTE: BOARD MEETING DATES FOR 1999 - 2000**

October 26, 1999, January 25, 2000, April 25, 2000, June 27, 2000, October 24, 2000.

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE CHICAGO  
ACADEMY OF SCIENCES, APRIL 27, 1999, AT THE PEGGY NOTEBAERT NATURE  
MUSEUM, 12:00 NOON.

Trustees present: David Voss, Peggy Notebaert, Deborah Reguera, Harvey Plotnick, Thomas Cox, Lew Crampton, Robert Cumming, Bill Elliott, Doug Hanslip, Hall Healy, Judy Istock, Ben Lenhardt, Al Pick, Lowell Stahl, Paula Trienens, Richard Williams:

Trustees absent: Kell Benson, Peggy Fossett, Roger Plummer, Alejandro Silva, Thelma Smith.

Staff present: Lew Crampton, Colin Silvester, Bill Haase, Jon Miller, Phil Parfitt, Bryn Reese, Kevin Coffee, Sheila McCaskill, Doug Taron, Paul Heltne, Bettie Leslie.

Present by invitation: Laura and Lewis Sudler, Susan Erler, Royal Allen, Anne Bittendorf.

David Voss presided as Chair.

Mr. Voss welcomed the guests and also new Trustees Bob Cumming and Paula Trienens. He announced a substantial gift from another new Trustee, Alejandro Silva.

**Report of the Secretary**

Upon motion made, seconded, and passed it was:

**RESOLVED: that the Board of Trustees approves the minutes of the meeting of January 26, 1999 as circulated.**

**Report of the President (attached to archival minutes)**

**Highlights:**

Mr. Crampton reported good progress in virtually all areas of Academy operations. Recent new gifts include a naming gift from Paula and Howard Trienens, a major pledge increase by Harvey Plotnick, a naming gift from Recycled Paper Greetings and a major commitment from Dean and Rosemarie Buntrock. Total amount raised during the previous quarter is almost \$3.9 million.

Financial operations and cash flows are on plan for the first nine months. The staff and Finance Committee are working to develop the FY2000 budget to be presented at the Annual Meeting in June. It is anticipated that the budget to operate the new museum will be approximately 50% larger than the current FY 1999 budget.

Butterfly Ball preparations are nearing completion and net proceeds to the Academy are accruing at levels well in excess of all expectations.

Construction of the Judy Istock Butterfly Haven is complete. Other permanent exhibits

Minutes of the meeting of the Board of Trustees of the CAS at the PNNM April 27, 1999.

construction is proceeding on schedule although delays now appear to be in store for Water Lab, City Science, and Wilderness Walk - primarily due to problems in the final design and production of graphic design elements for these exhibits. The problems appear to be manageable and will not interfere with opening the museum on the scheduled date.

Our CAoS Club web site ([www.caosclub.org](http://www.caosclub.org)) won the national Bronze Museum Award from AAM at the annual meeting in Cleveland.

The strategic communications and launch plan for the opening of the PNNM is nearly complete. The ad campaign is slated to begin around Labor Day and will continue after the Museum has opened to the public.

The City of Chicago and the State of Illinois are committing approximately \$6 million to fund rehabilitation and new construction in and around Lincoln Park including a "gateway" entrance at Fullerton and Cannon, a crosswalk to facilitate easier access to the museum from the zoo, rehabilitation of the Rookery and a new "Great Garden" project for the Conservatory.

The Chicago Historical Society, Lincoln Park Zoo and the Academy have received a small seed money grant from Chicago Community Trust Foundation to begin cooperative planning for transportation, marketing, membership development, programming, education, purchasing and other integrated activities.

The volunteer recruitment program is underway and already being utilized at various Academy events including the Flower and Garden Show and out table at the EPA Earth Day exhibit.

Mr. Crampton thanked the Trustees and Staff for their efforts during the past three months.

#### **Butterfly Ball Report - Judy Istock**

Mrs. Istock reported all preparations for the first annual Butterfly Ball have been completed and thanked her co-chair, Cindy Lenhardt, and the Staff and Trustees for their support. More than \$500,000 has been raised from ticket sales and another \$20,000 or so is expected from the raffle. There is only one prize, a diamond brooch and earrings, donated by Tiffany. Tickets will be sold during the cocktail hour only. The Academy will net approximately \$300,000.

The Chair then introduced Mr. and Mrs. Sudler who proposed to lead Academy tours to China and India. This would be a fundraising opportunity with the Academy receiving a percentage of the cost to each participant. The Academy would be required to invest approximately \$5,000 to cover insurance, publication of a brochure, and mailing costs. Trips will be planned for January and April, 2000.

Minutes of the meeting of the Board of Trustees of the CAS at the PNNM April 27, 1999.

#### **Nominating Committee Report - Al Pick**

Mr. Pick reported that three Trustees had responded to his letter asking for nominations for candidates to become Trustees. The Committee's goal is to have 25 active members by the end of fiscal 99 and 30 to 35 by October of 1999 when the museum opens. He stated that the slate for reelection of Trustees whose terms are expiring and for the Officers would be circulated by mail 15 days prior to the Annual Meeting in June.

Upon motion made, seconded, and passed it was:

**RESOLVED:** that the Board of Trustees appoints Margaret Hartigan and Richard Bott as Trustees until the next Annual Meeting of the Board.

Upon motion made, seconded, and passed it was:

**RESOLVED:** that the Board of Trustees accepts the resignations of Daggett Harvey and Richard Maier.

The Board then passed a Resolution (attached to permanent minutes) to allow the reelection of David Voss as a Board member for a term of three years. The Resolution was prepared by Academy counsel Tom Lancot at the request of Lew Crampton.

#### **Facilities and Administration Committee - Al Pick**

Mr. Pick reported the Committee had discussed the safety issue of the climbable railings on the birdwalk and terraces and was seeking solutions to the problem.

Other items on the agenda included discussion of the HVAC system for Media Central which must be increased because the equipment load has grown. Estimated increased cost is between \$50 and \$75 thousand. The buildout of the Butterfly Cafe will begin after the Butterfly Ball and is estimated to cost an additional \$150 to \$200 thousand with \$75,000 already in the budget for furniture and fittings. Most of the additional cost can be covered by the savings realized on the Kemper Lesnick contract.

In response to a question by Mr. Plotnick regarding this issue Mr. Silvester stated that the Cafe as originally conceived was more of a minimal service pantry operation and it is now felt that a little more extensive facility is needed. It will still not be a full fledged restaurant because the space is too small but this is a high traffic area and the plan is to provide nice salads and sandwiches, and beverages.

Mr. Cox raised the issue of traffic control in regards to Cafe patrons having access to the Museum. Mr. Voss requested that the staff and Facilities Committee consider this issue and make a recommendation for its resolution.



Minutes of the meeting of the Board of Trustees of the CAS at the PNNM April 27, 1999.

**Finance Committee Report - Colin Silvester for Mr. Benson**

Mr. Silvester referred the Trustees to the committee minutes that were previously distributed. He stated that based on the cash flow forecast he is projecting that we can meet the balance of the project expenses without having to access the Academy's investment portfolio which has 600K of liquid unencumbered funds. We currently have \$1.8 million in operating cash without having to have drawn down on our short term overdraft facility of \$2.3 million at American National Bank.

He stated the budgetary process is underway and the Committee will present the proposed budget for fiscal 99/2000 at the Annual Meeting.

**Education and Exhibits Committee - Deborah Reguera**

Ms. Reguera reported the Academy had recently received \$40,000 from NEC technologies to be used with 2 schools in each of the 50 states to test online programming. The TEENS program has been reorganized and a strategy has been developed. The TEENS program is an effort to prepare at risk teenagers to continue their educations in the field of science.

The Academy has also received a major grant from the McArthur Foundation to fund workshops for Girl Scout merit badges in science related areas.

Regarding the Exhibits, Ms. Reguera stated that the Committee would be looking into the reported delays in graphic completion and would find ways to get the work back on schedule. Delaying the opening of the museum is not an option to be considered.

It was decided that in order to accommodate the large Spanish speaking population in Chicago the museum label copy will be in Spanish as well as English. This will make the Peggy Notebaert Nature Museum the only museum in the city, except for the Mexican Fine Arts Center, to present graphics in Spanish.

Responding to a question regarding audio tours Mr. Silvester stated audio tours are being planned and support from the various consulates is being sought. Languages in addition to English and Spanish could offered depending upon the response.

Minutes of the meeting of the Board of Trustees of the CAS at the PNNM April 27, 1999.

### **Development and Marketing - Tom Cox**

#### **Capital Campaign - Peggy Notebaert**

Ms. Notebaert thanked the Trustees for their support and urged them to take another look at their pledges to the campaign and consider an increase if at all possible. The campaign has now reached 92% of its goal with a very successful last quarter.

Mr. Plotnick urged the Trustees not to become complacent because operating the museum is going to be an expensive proposition and money needs to be raised on a continual basis.

#### **Annual Operating Fund - Tom Cox**

As of April 16 cash collected is 68% of fiscal goal of \$602,000. Gifts and pledges total \$693,986. An additional \$550,000 in pending proposals are out.

Mr Cox asked the Trustees to review the list of pending proposals to see if they have contacts with any of the companies. If they would be willing to participate in a solicitation they should contact Bryn Reese.

#### **Kennicott Society - Lew Crampton**

Mr. Crampton stated that the Kennicott Society was conceived to be a higher end membership recruitment and retention program. All Trustees contributing at the \$1500 to \$2000 level to the operating costs are members as are other donors at that level, either corporate or individuals. The first event being planned is a dinner with the naturalist Bill Cronon, as speaker.

A brochure is being designed and will be mailed to prospective members.

#### **Membership - Tom Cox**

There are 320 new members (a 1.3% return) as a result of a direct mail solicitation. Each person attending the Butterfly Ball will be given a charter membership and if they are already a member they will be given a one year extension.

#### **ByLaws Committee - Hall Healy**

Mr. Healy referred the Trustees to the copy of the Code of Ethics, based on the AAM model code and previously distributed. The Committee had recently studied the document in detail and recommends its adoption. This is part of the reaccreditation process requirements.

Minutes of the meeting of the Board of Trustees of the CAS at the PNNM April 27, 1999.

Upon motion made, seconded, and passed it was:

**RESOLVED:** that the Board of Trustees approves and adopts the Academy Code of Ethics as visible evidence of its commitment to stewardship of the whole community of nature and to serving the public through its collections, exhibitions, and educational programs.

**Research and Symposia Committee - Harvey Plotnick**

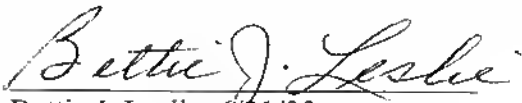
Mr. Plotnick referred the Trustees to the copy of the Collections Management Policy previously distributed. This policy was updated by Dr. Heltne and is also a requirement for the reaccreditation process.

Upon motion made, seconded, and passed it was:

**RESOLVED:** that the Board of Trustees approves the Collection Management Policy, including the Deaccession Policy and the Acquisition Policy dated April 5, 1999.

Mr. Plotnick reported that the Academy has just won a \$216,000 grant from NSF to study adult's attitudes toward science. Dr. Miller has also developed a larger proposal for NSF that would begin to create a national survey infrastructure for analyzing public attitudes toward science. The consortium includes 13 of the most important academic associations in the country. We are requesting \$5 million over five years and expect to hear from NSF in the fall.

There being no further business the meeting was adjourned. There was no executive session.

  
Bettie J. Leslie, 6/21/99

PRESIDENT'S REPORT  
ANNUAL MEETING  
JUNE 29, 1999

I. PERSPECTIVE — LOOKING AHEAD

- To Opening Day: Four Critical Pathways to Museum Opening
  - 1) Museum Building
  - 2) Exhibit Installation
  - 3) Guest Experiences
  - 4) Launch/Opening Weekend
- Looking Forward: Several Important Tasks to Address Following Opening Day

II. CRITICAL PATHS:

1) Museum Building Issues (See Chart)

- Non-exhibit related construction projects that must be completed by opening day
- All projects are currently on schedule, but some present increased costs and challenging timetables. Notwithstanding these developments, we are projecting on-time and on-budget results at the conclusion of this work.
- Three projects are noteworthy because of the work involved.
  - Media Central
  - Butterfly Cafe
  - Museum Store

2) Exhibit Installation

- Proceeding according to revised schedule
- We will be putting the finishing touches on some of these exhibits right up to opening week. (e.g. graphics, lighting)
- Much of the casework, video, audio, etc., is being done offsite. Engineering work is largely complete
- Installation will pick up significantly in July

- Butterfly Haven acclimation period is proving useful
- Outdoor exhibits/landscaping are filling in well - two-year period needed for it all to come together

### 3) Guest Experiences

- Volunteer recruitment going well  
110 on board - 60 applications on file for review. Goal is 300  
50 at Saturday open house ( 2 per month planned through November)
- Docent training starts July 15th (10 week program) Nordstrom's training program for everyone
- Volunteers are working on tasks on Museum grounds, Butterfly Haven, Neighborhood events, etc.
- Attending every city festival with recruiting booth, posters, give-aways.
- Countdown 2000 process extended to our planning for guest experiences (see Visitor Experience Checklist)  
Checklist process to ensure all issues are systematically addressed and decisions reached

### 4) Launch/Opening Weekend

- Comprehensive list of events leading up to and beyond opening day. (See list)  
Stamp unveiling with Post Office at Museum  
National Scientific Literacy Day  
City Dept. of Environmental Protection's promotion of Chicago's nature related projects
- Opening weekend planning is moving forward  
Fund-raiser  
Events in planning stages  
Rita Colwell acceptance
- Advertising Campaign  
- most of \$450K spent leading up to opening week  
- creative work is excellent  
- multi-media ad buys - radio, transit, print
- Press coverage ongoing - largely favorable, e.g. *New York Times*
- 990 new members acquired in last Quarter (to 1300)

### III. IMPORTANT TASKS AFTER OPENING

- Continue to build a strong Board of Trustees
- Exceed our Kresge goal and build momentum toward successful results in operating, endowment and future capital fundraising programs on a continuing basis
- Create Long-Range Planning Committee to lead an effective strategic planning process to keep us focused on our mission
- Build strong museum programs that will appeal to existing audience and arouse support among new constituencies
- Expand our leadership positions in key “business lines”
  - outreach education
  - quality of life/environmental issues
  - scientific literacy
- Enlarge financial base by engaging in more collaborative relationships and partnerships with community, corporations and public agencies. Build a broader, larger membership base
- Play a leading role in planning and developing a successful “Lincoln Park Campus” environment to showcase the area’s value as a destination for city residents, suburbanites and tourists. Enhance the physical, programmatic and marketing connections with LPZ, CHS, and the Conservatory
- Begin planning for Phase II construction and capital fundraising program to consolidate our collections and administrative offices at the PNNM.

1. **Accreditation** - Heltne presented copies of the completed accreditation documents. He thanked all of the staff who helped draft, gather, and review the document, especially Bettie Leslie. The submission will be reviewed by Accreditation Commission staff for completeness and basic eligibility requirements. Then the Commission will schedule a site visit which will occur in six months to a year (the Commission agreed to postpone the Accreditation process until we were located in our new museum). After the site visit, the Commission will inform us of its decision in another six to twelve months.
2. **Weather Observatory NSF application** - Heltne noted that material is being gathered for a preliminary proposal to NSF for the Weather Observatory. Kevin Coffee, Bryn Reese, and Heltne are preparing the initial outline of concepts and approaches. Peoples Energy has expressed interest in the exhibit as they are working to establish an identity through an association with weather information. Other possible funders who may be approached are Commonwealth Edison, Aon or other insurer, and the Board of Trade.
3. **Peregrine Falcon Population monitoring program** - Mary Hennen, Collections Manager and leader of the Chicago Peregrine Monitoring Program gave a brief resume of the current status of peregrines in Chicago. Eight pairs are currently resident in the city and five pairs nested this year. A new pair has taken up residence on the UIC Administration building where the first Chicago release took place. Most of the birds in Chicago are from birds released elsewhere and birds introduced or reared in Chicago are seen in monitoring sites in other cities. The birds are becoming more plentiful and aggressive. However, Hennen emphasized that all populations east of the Rockies are still essentially dependent on human support, none have established residence on their native nesting sites, namely cliffs. Consequently, Hennen supports a move to reclassify the species from Endangered to Threatened but does not believe that the US Fish and Wildlife Service should delist the species entirely.
4. **Set date for tour of Collections Facilities** - Committee agreed to canvass Board and auxiliary members for one or more tours of the collections in the early fall.
5. **Update on butterfly rearing and care** - Doug Taron, Curator of Biology, reported that experimentation continues on several fronts with the Butterfly Haven. The level of humidity in the Haven is being monitored carefully. Electronic sensors are being recalibrated to match standards measured by basic mechanical devices. Several species were negatively affected by excessive humidity and did not emerge or failed to develop properly after emergence. It seems that high levels of humidity necessary for tropical species are detrimental to at least some temperate species. Several species are utilizing the entire atrium space of the Haven, which is ideal. Monarch caterpillars have been collected from the prairie plantings on the PNNM grounds. Swallowtails do not seem to

be adapting well to the Haven; they remain very high in the space. Other species tend to fly to the windows and, attracted by light, stay in little nooks and do not come out to feed or reproduce. A nearly invisible netting will be installed to prevent the butterflies from flying all the way to the windows. Taron also noted that the Illinois Butterfly Monitoring Network, which he heads, is now a joint program of the Nature Conservancy and the Chicago Academy of Sciences. The network trains volunteers to monitor species diversity under a rigorous protocol. Once volunteers are certified, they are assigned to particular sites. They report their results to Taron who analyzes the material and extends the database which now has up to 12 years of diversity information on sites throughout Illinois.

6. **Proposal on opening year science symposium - 'Animal Intelligence and Social Complexity' and the opening US celebration of Gombe at 40** - Heltne presented a proposal for a major scientific symposium to mark the opening year of the Peggy Notebaert Nature Museum. The symposium would include Jane Goodall and leading researchers in the intelligence and sociality of all large brained creatures such as primates, whales, seals and seal lions, elephants, and parrots. The endeavor would be jointly organized by the Academy, the Center for the Advanced Study of Ape and Human Evolution of Emory University, and the Jane Goodall Institute. The symposium would have major impact on the scientific development of the fields of research and on the positioning of the Academy and museum as serious contributors to science. The symposium would draw significant attention from the press. The symposium would also possibly be the premier event for the 40th Anniversary of Gombe, Jane Goodall's field research station and a kick off of her year-long endowment fundraising campaign. The presentation is attached. The Committee encouraged development of the project and fundraising for the organizing phase of the symposium.
7. Next meeting - July or August meeting to review developments in the above or any other items of interest to the committee.



THE CHICAGO ACADEMY OF SCIENCES  
MINUTES OF FINANCE COMMITTEE MEETING

JUNE 17, 1999

Attendance: Kell Benson, Chair, Tom Cox and Bob Cumming;  
Lew Crampton, Bill Haase and Colin Silvester

Kell Benson convened the meeting at 8:05 A.M. and commented that he was pleased with the format of the budget documents. After a brief overview by Bill Haase, Lew Crampton commented that the principal unmet needs of this budget was an I.T. person which, on balance, needed to be postponed. There was an extensive discussion, culminating in agreement that Lew will consult with the Committee and others on this evolving matter.

Kell said that it was important that the department heads have "bought into" the budget as being deliverable both financially and operationally. Lew said that this was clearly the case.

There were a number of questions and resulting discussion on the following.

- Museum Programs - what is this category of our operation. (Lew pointed out that this group of professionals is key to the museum visitor's quality experience.
- The Gift Shop - (Colin described how Eastern National will function and; also how our Oversight Committee assisted by the Art Institute and Tiffany's will oversee the buying function).
- Depreciation - Kell asked Bill, Lew and Colin to review the determination of "core versus replacement" depreciation.
- Cash flows - a number of questions as to the content of capital expenditures and debt service.

There was an extensive discussion about the bottom line, considering the effects of museum and exhibits depreciation and the need to fund replacements through operations cash flow over a period of years. (Campaign will cover Phase II museum costs, but not routine replacements of building and exhibits.)

Lew, Bill and Colin will meet to draft a message for the Board, including a definition of management's philosophy. The staff will also project fiscal 1999 results and explain major items.

Kell moved and Bob recorded the following motion.

The Finance Committee approves the fiscal year 2000 budget as prepared by the staff and recommends its adoption by the full Board of Trustees.

It was adopted unanimously.

The meeting was adjourned at 10:15 A.M.

A handwritten signature in dark ink, appearing to read 'Will B Haase', written over a horizontal line.

William B. Haase  
Acting Secretary

# CHICAGO ACADEMY OF SCIENCES

## **CONFIDENTIAL**

June 8, 1999

To: Finance Committee  
Executive Committee

Fr: Lew Crampton

Subject: **Managing Cash Flows For the Coming Fiscal Year**

### **Background**

While developing a prudent and flexible budget for the coming fiscal year is a major item on our agenda, the issue of managing our cash flows through the end of FY2000 constitutes an equal, and perhaps even greater, challenge for us going forward. We need to be proactive in anticipating our options to manage the Academy's cash flows so we are prepared for any eventuality.

As we have reported to you, the current fiscal year has been a successful one in terms of cash flows. We have not borrowed on our \$2,300,000 line of credit during the eleven months ended May 31, although I expect we will borrow some cash during the last half of June. As a result, we will save virtually all of the \$110,000 budgeted for interest expense for the current fiscal year ending June 30, 1999.

### **The Outlook For Fiscal 2000**

Our best current projections for cash flows --both for operations and for the Nature Museum project -- indicate that the Academy can complete and open the Peggy Notebaert Nature Museum as scheduled and do so with available cash sources, including borrowing on our line of credit. Such projections are, of course, subject to the normal caveats; nevertheless, our projections of the last two years have been reliable as to cash sources and conservative as to spending.

Our spending has been slower than projected; however, as we near the project's completion, it is likely that spending will speed up. That is why we must be proactive in anticipating opportunities to manage our cash flows.

## **Actions We Can Take**

### **1. Chicago Park District Bond Fund**

We need to do all we can to collect our \$1,894,000 remaining balance on the second tranche of bonds, ideally by trading with other museums soon. This will also facilitate the issuance of the third tranche of CPD bonds, from which we can quickly claim \$1,400,000. It should be noted that even if the requested swaps do not materialize, the amount of our \$1,894,000 remaining balance will be available in tranche 3. The third tranche of bonds is tentatively planned for September - October of this year. If that timing is materially delayed, it would be significantly harmful to us. Thus far, all signs point to a September 1st issue, date but a number of things could derail the CPD's current timetable. I'm working closely with my museum colleagues on this matter and will keep you apprised of developments.

### **2. Collections on our Campaign Pledges**

Stepped up activity to collect on some older pledges and to accelerate payments by certain of our larger pledges would be extremely helpful and, in the worst case scenario, essential. Current developments in the financial market, if they continue, would seem likely to facilitate this option.

### **3. Deferred Redemption of Academy Bonds**

The Academy is required to resume redemptions of our outstanding bonds in January, 2000, in the amount of \$300,000. It would ease our cash flow squeeze if we could defer that redemption by one or more years. I have asked Bill Haase to initiate exploratory discussions with American National Bank to determine whether this is an option for us.

### **4. Cash Payments Controls**

We have paid all of our bills on time throughout the project, including all construction and fabrication bills. Near project end, we can, if necessary, delay certain payments to ease short term cash flow crunches, should any occur.

Eventually, we must make important decisions on managing our cash flows in a year that includes: 1) twelve months of operating and start up expenses but only eight months of museum revenues; 2) payment of debt service on our Academy bonds, and 3) potential uncertainty regarding the date when the CPD will issue the third and final bond tranche under its current authorization.

I would like to review these issues with the Finance Committee at our June 17th meeting and perhaps, briefly lay out our options to the Board at our Annual Meeting on June 29th.

**THE CHICAGO ACADEMY OF SCIENCES**

**SUMMARY BUDGET MATERIALS**

**FOR THE BOARD OF TRUSTEES**

**FISCAL YEAR ENDING JUNE 30, 2000**

- President's Budget Message
- Summary Budget - Revenues and Expenses
- Summary of Projected Cash Flows



The comprehensive budget materials, as reviewed and approved by the Finance Committee, are available for any trustee who wishes to have them.

## THE CHICAGO ACADEMY OF SCIENCES

### BUDGET MESSAGE - YEAR ENDING JUNE 30, 2000

#### EXECUTIVE SUMMARY

The proposed budget approved by the Finance Committee is the result of the expanded Countdown 2000 process and has had substantial staff input and participation. There were numerous meetings at all levels of staff and management. As a result, this budget is the product of a substantially more consultative process. The Academy's entire Senior Staff is committed to delivery of the planned services to the public within the financial parameters. This includes completing, operating and maintaining the Peggy Notebaert Nature Museum (PNNM) and its exhibits. A few highlights.

- The PNNM opens to the public on October 23, 1999. After our own initial analysis and consultation with the Finance Committee, it became clear that a realistic goal was a deficit, attributable solely to the four months of revenues that would have been earned had we opened by July 1, 1999.
- Operations are planned to produce \$7,100,000 of revenues, and the expenses are planned at \$7,480,000, including a contingency provision of \$100,000.
- Our Campaign goal, budgeted separate from operations, is planned for \$3,500,000 in pledges (discounted); this will achieve the cumulative Campaign plan.
- Cash flows are projected to be adequate to fund both operations and museum completion, with borrowing on our bank line of credit well within our means.

#### MANAGEMENT PHILOSOPHY

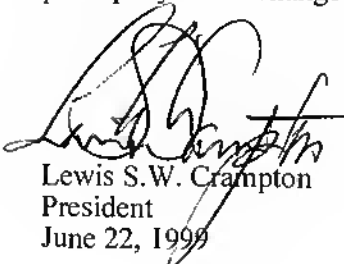
We are committed to a prudent budget philosophy on a forward looking basis. Our future operations will need to produce positive cash flows to fund routine replacements of portions of our museum building and exhibit components over a period of years. This will be necessary, as we replace such things as roofs, heating and air conditioning systems and as exhibit parts wear out. While the proposed budget for this transition year 2000 does not provide for a "positive bottom line," we are committed to do so for the following year and beyond.

We begin to depreciate the PNNM once it opens by a required accounting charge to operations. It is substantial in amount and creates a "paper deficit." We agree with the Finance Committee that the portion of that depreciation consisting of replaceable items will be funded from operations.

On the other hand, special cases (e.g. major building expansion or development of additional exhibits) will require special funding or separate Campaigns.

#### FISCAL 1999 RESULTS

The full financial results of our 1999 operations are projected to be close to our budget overall, after excluding both (a) investment gains that we do not budget and (b) extraordinary expenses relating principally to the change in Academy presidency.



Lewis S.W. Crampton  
President  
June 22, 1999

THE CHICAGO ACADEMY OF SCIENCESSUMMARY OF PROPOSED BUDGETFISCAL YEAR ENDING JUNE 30, 2000

(Dollars in Thousands)

	<u>Operations</u>	<u>Campaign</u>	<u>Combined</u>
<u>REVENUES:</u>			
Chicago Park District Taxes	\$ 1,270		
State of Illinois support	300		
Contributions	1,400		
Butterfly Ball - net	200		
Memberships	150		
Applied research grants	150		
Facility rentals	330		
Gift Shop sales	300		
Butterfly Cafe sales	300		
Admissions - general & special	700		
Education contracts & grants	1,080		
Museum programs	150		
ICASL contracts	650		
Dividends, interest and other	<u>120</u>		
Capital campaign, net of discounts		3,500	
Chicago Park District Bond Fund		<u>1,400</u>	
<u>Total revenues:</u>	<u>7,100</u>	<u>4,900</u>	<u>12,000</u>
<u>TOTAL EXPENSES (See next page)</u>	<u>7,480</u>	<u>1,060</u>	<u>8,540</u>
<u>NET REVENUES &lt;DEFICIT&gt; BEFORE</u> <u>MUSEUM DEPRECIATION</u>	\$ <380>	3,840	3,460
<u>DEPRECIATION OF MUSEUM:</u>			
Core costs	600		
Replaceable elements	<u>320</u>		
	<u>920</u>		<u>920</u>
<u>NET REVENUES &lt;DEFICIT&gt;</u>	\$ <u>&lt;1,300&gt;</u>	<u>3,840</u>	<u>2,540</u>

WBH  
6/9/99

THE CHICAGO ACADEMY OF SCIENCESSUMMARY BUDGET OF EXPENSESFISCAL YEAR ENDING JUNE 30, 2000

(Dollars in Thousands)

	<u>Operations</u>	<u>Campaign</u>	<u>Combined</u>
<u>PROGRAM SERVICES</u>			
Exhibits Department (K. Coffee)	\$ 430	360	790
Museum Operations (S. McCaskill)	1,150		1,150
Biology Department (D. Taron)	290		290
Education Outreach Department (P. Parfitt)	1,000		1,000
Museum Programs (P. Parfitt)	500		500
ICASL Research (J. Miller)	600		600
Applied Research (D. Mariner)	125		125
Gift Shop expenses (S. McCaskill)	250		250
Butterfly Cafe expenses (W. Haase)	300		300
Facility Rentals Department (W. Haase)	70		70
Special Events (C. Silvester)	<u>50</u>	<u>      </u>	<u>50</u>
<u>Total Program Services</u>	<u>4,765</u>	<u>360</u>	<u>5,125</u>
<u>MANAGEMENT AND GENERAL SERVICES</u>			
Development and Marketing (B. Reese)	1,000	700	1,700
Institutional Support (W. Haase)	765	--	765
Administration (L. Crampton)	<u>950</u>	<u>      </u>	<u>950</u>
<u>Total Management and General</u>	<u>2,715</u>	<u>700</u>	<u>3,415</u>
<u>TOTAL EXPENSES</u>	\$ <u>7,480</u>	<u>1,060</u>	<u>8,540</u>

WBH  
6/8/99



THE CHICAGO ACADEMY OF SCIENCES

SUMMARY OF PROJECTED CASH FLOWS

FISCAL YEAR ENDING JUNE 30, 2000

(Dollars in Thousands)

	<u>Operations</u>	<u>Campaign</u>	<u>Combined Total</u>
<u>Sources of Cash Flow</u>			
Net revenues <deficit>	\$ <1,300>	3,840	2,540
Add back:			
Depreciation of museum	920		920
Other depreciation and amortization	160		160
Collection of CPD bonds-prior tranche		1,894	1,894
Collection of campaign pledges in excess of new pledge revenues		<u>500</u>	<u>500</u>
<u>Total sources of cash</u>	<u>&lt;220&gt;</u>	<u>6,234</u>	<u>6,014</u>
<u>Uses of Cash Flow</u>			
Debt service	100	300	400
Capital outlay:			
• Nature Museum		6,000	6,000
• Operating departments	<u>150</u>	<u>        </u>	<u>150</u>
<u>Total uses of cash</u>	<u>250</u>	<u>6,300</u>	<u>6,550</u>
<u>Indicated borrowing from line of credit</u>	\$ <u>&lt;470&gt;</u>	<u>&lt;66&gt;</u>	<u>&lt;536&gt;</u>

SUMMARY OF LINE OF CREDIT

Total current line of credit - borrowing capacity	\$ 2,300
Less - projected amount borrowed at June 30, 1999	<u>600</u>
Borrowing capacity for fiscal year ending June 30, 2000	1,700
Less - indicated borrowing for the years, per above	<u>536</u>
<u>Remaining borrowing capacity</u>	\$ <u>1,164</u>

WBH  
6/8/99

# CHICAGO ACADEMY OF SCIENCES

## REPORT AND ANALYSIS OF FINANCIAL STATEMENTS

ELEVEN MONTHS ENDED MAY 31, 1999

### EXECUTIVE SUMMARY

Our eleven month financial results compared with the budget are summarized as follows.  
(Dollars in Thousands):

	<u>Budget</u>	<u>Actual</u>	<u>Favorable Variance</u>
Operations	\$ 2	217	215
New museum startup	<377>	<487>	<110>
New museum campaign	<u>7,104</u>	<u>6,317</u>	<u>&lt;787&gt;</u>
<u>Total</u>	\$ <u>6,729</u>	<u>6,047</u>	<u>&lt;682&gt;</u>

### OPERATIONS

As is our custom, we present the following summary:

	<u>Budget</u>	<u>Actual</u>	<u>Favorable Variance</u>
Total revenues	\$ 3,889	3,559	<330>
Total expenses	<u>3,887</u>	<u>3,342</u>	<u>545</u>
Net revenues	2	217	215
Eliminate net investment gains not budgeted	<u>--</u>	<u>172</u>	<u>&lt;172&gt;</u>
Net revenues, as budgeted	\$ <u>2</u>	<u>45</u>	<u>43</u>

Our operations are, therefore, slightly better than we had budgeted for eleven months, even after including extraordinary unbudgeted expenses. In addition, the ICASL operations, budgeted for breakeven, have sustained an eleven month loss of \$53,000.

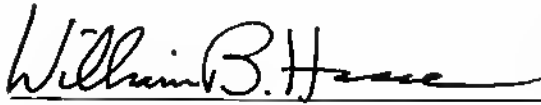
### NEW MUSEUM STARTUP

	<u>Budget</u>	<u>Actual</u>	<u>Unfavorable Variance</u>
Net Revenues	<377>	<487>	<110>

This unfavorable result is attributable principally to security and utility costs for the museum.

CASH FLOWS

These have been excellent all year. On June 21, we borrowed \$50,000 - our first borrowing for the year.

A handwritten signature in cursive script, reading "William B. Haase", written in black ink. The signature is fluid and extends to the right.

---

William B. Haase  
Vice President of Finance and Administration  
June 24, 1999

## THE CHICAGO ACADEMY OF SCIENCES

## STATEMENT OF UNRESTRICTED FINANCIAL ACTIVITIES

ELEVEN MONTHS ENDING MAY 31, 1999

(Dollars in Thousands)

OPERATIONS	Month of May		Year to Date	
	Budget	Actual	Budget	Actual
<u>Revenues:</u>				
<u>Public Support</u>				
• Taxes - CPD	\$ 100	100	1,140	1,157
• State of Illinois Support	--	--	40	41
• Contributions	50	13	550	404
• Memberships	4	14	42	48
• Applied Research Grants	8	--	94	87
• Museum Program Grants	6	--	74	112
<u>TOTAL</u>	<u>168</u>	<u>127</u>	<u>1,940</u>	<u>1,849</u>
<u>Earned Income</u>				
• Education Contracts	100	116	1,160	980
• ICASL Research Contracts	70	<6>	670	425
• Special Events Sponsorships	--	--	50	--
• Dividends and Interest	5	12	55	101
• Investment Gains <Losses>	--	--	--	119
• Unrealized Gains <Losses>	--	<17>	--	53
• Other	1	20	14	32
<u>TOTAL</u>	<u>176</u>	<u>125</u>	<u>1,949</u>	<u>1,710</u>
<u>TOTAL REVENUES - OPERATIONS</u>	<u>344</u>	<u>252</u>	<u>3,889</u>	<u>3,559</u>
<u>Expenses:</u>				
<u>Program Services</u>				
• Education Programs	110	82	1,150	991
• Museum Operations	30	38	355	403
• ICASL Research	70	23	670	478
• Collections	4	4	46	45
• Applied Research	8	6	94	82
• Facilities	40	41	430	314
• Special Events	--	5	75	108
<u>TOTAL PROGRAM</u>	<u>262</u>	<u>199</u>	<u>2,820</u>	<u>2,421</u>
<u>Management and General Services</u>				
• Development and Marketing	40	37	428	314
• Institutional Support	15	7	169	65
• Administration	45	48	470	542
<u>TOTAL MGT. &amp; GENERAL</u>	<u>100</u>	<u>92</u>	<u>1,067</u>	<u>921</u>
<u>TOTAL EXPENSES - OPERATIONS</u>	<u>362</u>	<u>291</u>	<u>3,887</u>	<u>3,342</u>
<u>NET REVENUES - OPERATIONS</u>	\$ <u>&lt;18&gt;</u>	<u>&lt;39&gt;</u>	<u>2</u>	<u>217</u>

THE CHICAGO ACADEMY OF SCIENCES  
STATEMENT OF UNRESTRICTED FINANCIAL ACTIVITIES  
TEN MONTHS ENDED MAY 31, 1999

(Dollars in Thousands)

	<u>Month of May</u>		<u>Year to Date</u>	
	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>
<u>NEW MUSEUM START-UP</u>				
<u>Revenues:</u>				
State of Illinois Support	\$ --	--	100	95
Memberships	--	--	50	--
<u>TOTAL - START-UP REVENUES</u>	--	--	150	95
<u>Expenses:</u>				
• Exhibits	20	15	175	120
• Museum Operations	10	14	75	67
• Facilities	5	7	10	168
• Facility Rentals	6	7	52	49
• Development	--	--	50	--
• Institutional Support	15	17	165	178
<u>TOTAL - START-UP EXPENSES</u>	56	60	527	582
<u>NET REVENUES - START-UP</u>	\$ <56>	<60>	<377>	<487>
<u>NEW MUSEUM CAMPAIGN</u>				
<u>Revenues:</u>				
• CPD Bond Fund	250	--	2,750	2,924
• Capital Campaign	400	126	4,600	3,636
• Butterfly Ball	50	30	200	550
<u>TOTAL REVENUES</u>	700	156	7,550	7,110
<u>Expenses:</u>				
• Development and Marketing	36	27	346	557
• Butterfly Ball	--	41	100	236
<u>TOTAL</u>	36	68	446	793
<u>NET REVENUES - NEW MUSEUM CONSTRUCTION</u>	\$ 664	88	7,104	6,317
<u>RECAPITULATION OF UNRESTRICTED NET REVENUES:</u>				
• OPERATIONS	<18>	<39>	2	217
• NEW MUSEUM START-UP	<56>	<60>	<377>	<487>
• NEW MUSEUM CAMPAIGN	664	88	7,104	6,317
<u>TOTAL NET REVENUES</u>	\$ 590	<11>	6,729	6,047

THE CHICAGO ACADEMY OF SCIENCES  
STATEMENT OF CHANGES IN NET ASSETS  
ELEVEN MONTHS ENDED MAY 31, 1999

(Dollars in Thousands)

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Combined Totals</u>
<u>REVENUES:</u>				
<u>OPERATIONS - PUBLIC SUPPORT:</u>				
• Taxes - CPD	\$ 1,157			1,157
• State of Illinois	41			41
• Contributions	404			404
• Memberships	48			48
• Applied Research Grants	87	25		112
• Museum Program Grants	<u>112</u>	<u>—</u>	<u>—</u>	<u>112</u>
<u>TOTAL</u>	<u>1,849</u>	<u>25</u>	<u>—</u>	<u>1,874</u>
<u>OPERATIONS - EARNED INCOME:</u>				
• Education Contracts	850	248		1,098
• ICASL Research Contracts	425			425
• Special Events Sponsorships	--			--
• Dividends and Interest	101			101
• Investment Gains <Losses>	119			119
• Unrealized Gains <Losses>	53			53
• Other	32			32
• Net Assets Released From Restrictions	<u>130</u>	<u>&lt;130&gt;</u>	<u>—</u>	<u>--</u>
<u>TOTAL</u>	<u>1,710</u>	<u>118</u>	<u>—</u>	<u>1,828</u>
<u>NEW MUSEUM START-UP</u>				
• State of Illinois	95	95		190
• Memberships	<u>--</u>	<u>—</u>	<u>—</u>	<u>--</u>
<u>TOTAL</u>	<u>95</u>	<u>95</u>	<u>—</u>	<u>190</u>
<u>NEW MUSEUM CAMPAIGN</u>				
• CPD Bond Fund	2,924			2,924
• Capital Campaign	3,636			3,636
• Butterfly Ball	<u>550</u>	<u>--</u>	<u>—</u>	<u>550</u>
<u>TOTAL</u>	<u>7,110</u>	<u>--</u>	<u>—</u>	<u>7,110</u>
<u>TOTAL REVENUES</u>	10,764	238	--	11,002
<u>TOTAL EXPENSES</u>	<u>4,717</u>	<u>—</u>	<u>—</u>	<u>4,717</u>
<u>NET CHANGE IN NET ASSETS</u>	6,047	238		6,285
<u>NET ASSETS AT BEGINNING OF PERIOD</u>	<u>15,392</u>	<u>130</u>	<u>640</u>	<u>16,162</u>
<u>NET ASSETS AT END OF PERIOD</u>	\$ <u>21,439</u>	<u>368</u>	<u>640</u>	<u>22,447</u>

THE CHICAGO ACADEMY OF SCIENCES

STATEMENT OF FINANCIAL CONDITION

MAY 31, 1999 AND APRIL 30, 1999

(Dollars in Thousands)

	<u>MAY 99</u>	<u>APRIL 99</u>
<u>ASSETS:</u>		
CASH	\$ 385	\$ 1,057
<u>ASSETS ON DEPOSIT WITH TRUSTEE:</u>		
CONSTRUCTION FUND	--	--
CAPITALIZED INTEREST FUND	127	140
<u>ACCOUNTS RECEIVABLE:</u>		
TAXES - CHICAGO PARK DISTRICT	1,065	965
REIMBURSEMENTS - CHICAGO PARK DISTRICT	1,894	1,894
ICASL CONTRACTS	78	90
EDUCATION GRANTS, CONTRACTS AND OTHERS	573	521
PLEDGES, NET OF DISCOUNTS, ETC.	7,763	7,765
ENDOWMENT PLEDGES, NET OF DISCOUNT	<u>640</u>	<u>640</u>
<u>TOTAL ACCOUNTS RECEIVABLE</u>	<u>12,013</u>	<u>11,875</u>
INVESTMENTS AT FAIR MARKET VALUE	2,560	2,568
GIFT SHOP INVENTORY	--	--
PREPAID EXPENSES	652	670
<u>CAPITALIZED COSTS OF PROPERTY AND EQUIPMENT, NET OF ACCUMULATED DEPRECIATION AND AMORTIZATION:</u>		
BUILDINGS AND LAND	1,737	1,743
EQUIPMENT AND FURNITURE	262	242
NEW MUSEUM - COST IN PROCESS	<u>19,644</u>	<u>19,726</u>
<u>TOTAL PROPERTY AND EQUIPMENT</u>	<u>21,643</u>	<u>21,711</u>
<u>TOTAL ASSETS</u>	\$ <u>37,380</u>	\$ <u>38,021</u>
<u>LIABILITIES AND NET ASSETS:</u>		
<u>LIABILITIES:</u>		
NOTES PAYABLE - LINE OF CREDIT	\$ --	\$ --
BONDS PAYABLE	14,735	14,735
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	183	851
DEFERRED REIMBURSEMENTS	--	--
DEFERRED COMPENSATION	<u>15</u>	<u>17</u>
<u>TOTAL LIABILITIES</u>	<u>14,933</u>	<u>15,603</u>
<u>NET ASSETS:</u>		
UNRESTRICTED	21,439	21,450
TEMPORARILY RESTRICTED	368	328
PERMANENTLY RESTRICTED	<u>640</u>	<u>640</u>
<u>TOTAL NET ASSETS</u>	<u>22,447</u>	<u>22,418</u>
<u>TOTAL LIABILITIES AND NET ASSETS</u>	\$ <u>37,380</u>	\$ <u>38,021</u>

**THE CHICAGO ACADEMY OF SCIENCES**

**CAPITAL PROJECT - STATUS REPORT**

**SUMMARY OF ACTUAL AND PROJECTED EXPENDITURES**

**AS OF MAY 31, 1999**

(Dollars in millions)

<b><u>ITEM</u></b>	<b><u>PROJECTED TOTAL</u></b>	<b><u>INCURRED TO 5/31/99</u></b>	<b><u>ADDITIONAL TO BE INCURRED</u></b>
<b><u>BUILDING:</u></b>			
Construction	\$ 14.7	14.2	0.5
Professional Fees	1.4	1.4	0.0
Environmental	<u>0.1</u>	<u>0.1</u>	<u>0.0</u>
	<u>16.2</u>	<u>15.7</u>	<u>0.5</u>
<b><u>EXHIBITS:</u></b>			
Master Plan	0.2	0.2	.0
Lee Skolnick et al	1.3	1.2	0.1
Fabrication	6.5	2.0	4.5
Internal Personnel	<u>0.3</u>	<u>0.3</u>	<u>0.0</u>
	<u>8.3</u>	<u>3.7</u>	<u>4.6</u>
<b><u>FURNITURE &amp; FITTINGS:</u></b>			
	<u>.8</u>	<u>0.1</u>	<u>0.7</u>
<b><u>SUBTOTAL</u></b>	<u>25.3</u>	<u>19.5</u>	<u>5.8</u>
<b><u>ENDOWMENT:</u></b>			
	1.0	0.7	0.3
<b><u>CAMPAIGN EXPENSES:</u></b>			
Kemper Lesnick et al	0.8	0.6	0.2
Alford Group	0.7	0.7	0.0
Temp. Exhibits	0.6	0.1	0.5
Launch Program	<u>0.5</u>	<u>0.1</u>	<u>0.4</u>
<u>Total</u>	<u>2.6</u>	<u>1.5</u>	<u>1.1</u>
<b><u>TOTAL PROJECT COST:</u></b>			
	\$ <u>28.9</u>	<u>21.7</u>	<u>7.2</u>
<b><u>ADDITIONAL CAMPAIGN NEEDS:</u></b>			
3 Yrs Annual Operating Contributions (1998/99/2000)	2.0	1.0	1.0
5 Yrs Bond Principal Repayments	<u>2.3</u>	<u>0.3</u>	<u>2.0</u>
<b><u>TOTAL CAMPAIGN TARGET</u></b>			
	\$ <u>33.2</u>	<u>23.0</u>	<u>10.2</u>

WBH  
6/24/99



# CHICAGO ACADEMY OF SCIENCES

## NOMINATING COMMITTEE

### Minutes

June 10, 1999

Attendees: Al Pick, Chair, Judy Istock, Paula Trienens, Richard Williams, David Voss, Lew Crampton and by invitation Bryn Reese.

The Committee once again reviewed the Trustee and Officer ballots to be mailed prior to the Annual Meeting, June 29, 1999. Mr. Pick reported that a new candidate, Ms. Susan Stone, had been interviewed by Mrs. Trienens and Mr. Crampton over lunch. Her resume is to be distributed with the ballots for the Trustees consideration and her name is to be added to the ballot.

Paula Trienens was appointed interim chair of the Nominating Committee. She has several people in mind and will attempt to arrange several lunches with these prospective candidates and Lew Crampton in the next few days. If this is possible their resumes will be distributed prior to the Annual Meeting for consideration by the Board.

Bryn Reese, Vice President of Marketing and Development Department, was appointed liaison to the Committee and charged with developing a list of potential candidates to Trusteeship delineated by various geographic, diversity, and other characteristics including an obvious interest in the mission of the Academy.

The formation of a long-range strategic planning committee will be suggested to the Board for consideration.

The Committee requested that Lew Crampton consult with Academy counsel, Tom Lanctot, regarding the advisability of a ByLaw change that would automatically accord a Chairman leaving the Board the option of a three-year extension as a Trustee.

The Committee noted with regret the resignation of Roger Plummer by letter to David Voss.

The Committee reviewed the Committee Charges and Assignments and agreed to recommend them to the Board at the June meeting.

# NYDIA SANTOS SEARLE

## VITAE

Nydia S. Searle has lived in Chicago for most of her adult life. She received a Bachelor of Arts degree in 1980 from the University of Illinois, majoring in Communication Design. She has worked in the design field since completing her degree and presently freelances out of her home. Mrs. Searle is an active member of St. Michael's parish, where she has volunteered for various activities. She has also volunteered with the local Lincoln Park homeless shelters on their evening meals program. Currently she and her husband Michael D. Searle are active with the Lincoln Park Zoo's fundraising activities. Recently Mrs. Searle was the Co-Chair of the annual spring benefit for The Hanson Center in Burr Ridge. The Hanson Center is an inclusive arts and recreation facility benefiting adults and children with and without disabilities. The event was the most successful fundraising event in the history of the Center.

Her board activities includes the Kinship Corporation where for two years she was an active member. Continuing with her involvement with the Kinship Corporation she currently serves on the Communication and Education Committee. Moreover, she has been active on local political campaigns, serving as a treasurer and campaign chairperson of a citywide and statewide candidate.

Mrs. Searle and her husband reside in Lincoln Park. They have two small children, Justine and Daniel. Justine attends The Latin School of Chicago, where Mrs. Searle has become an active volunteer and fundraiser for the school.

June 1999

## Quarterly Report for Education

### **The Education Department gets an education!**

The Education Department got a taste of its own medicine this spring. Known throughout the city and beyond for strong teacher training programs, the Department continued its own professional development by inviting Dr. Jack Hassard to do a cooperative learning seminar at the Peggy Notebaert Nature Museum. A Professor of Science Education at Georgia State University, Dr. Hassard is also a nationally renowned expert on cooperative learning. Dr. Hassard taught constructivist techniques and cooperative grouping strategies during an activity packed daylong workshop on May 24th. Thirty Education team members and two Development and Marketing staff spent the day working in groups, brainstorming, coming to consensus, developing science activities, sharing ideas, problem solving, and observing the techniques a professional educator used to teach a group of educators. When asked what attendees learned from the seminar, one veteran Education team member wrote, "Jack does a very good job of modeling the cooperative techniques he is presenting. Workshops that rely on a combination of activities and lecture to present the information are very effective learning formats for me." This idea of 'modeling the model,' where teachers teach using the methods they espouse (an obvious strategy, but surprisingly uncommon in practice) allows learners to experience the lesson from the students' point of view. Dr. Hassard does this naturally, and this is also what Academy Education staff are noted for. This shows that we are on the right track as we continue on our mission to advance scientific literacy: to teach educators not just *what* science to teach, but *how* to teach science.

### **Nature**

**BuGS** – The Butterfly Gardens in Schools project has finished. Following a lecture by entomologist Michael Jeffords, the teachers attended a workshop to select and order the materials they wanted for their gardens. They chose from a variety of plants, soil, mulch, gardening tools, and multi-media resources. Instructors Corry Banton and Angie Tressler made three site visits to schools. They took photographs of the garden areas, delivered gardening supplies and monitored the construction of the gardens.

**Consulting at Ward and Ruiz** - Ten teachers at each school completed the Animal Neighbors, This Living Earth, Energy, Nature, Body Sensors, and Botany curricula. Seven classes at Ward and seven classes at Ruiz are completing Service Learning Projects. Projects include a pet food drive for shelter animals, animal information parades, construction of 'bug houses,' and creation of individual butterfly gardens. Teachers at Ward school have selected their SOG! curricula for the next school year.

**Science in the City** - Academy staff visited nine of the Girl Scouts of Chicago service units distributing educational materials and conducting a biodiversity education workshop. These nine service units and the eighteen that were visited from January to March cover every section of Chicago. The workshop gives the leaders activities that they can use to teach their girls about biodiversity in the Chicago region, and it shows them how to use the activities.

**Park Voyagers** - The Park Voyagers program is expanding in its size and scope. In May the first round of Phase 2 Park Voyagers was completed, with staff members from the Peggy Notebaert Nature Museum visiting Columbus, Kelvyn, and Riis Parks. Each park hosted three dinner workshops for families. The Nature Museum, along with the Museum of Science and Industry and the Art Institute of Chicago, gave workshops that were designed to show adults that museums are large collections of things that we experience, or used to experience, in our daily lives. Youngsters from each park visited the Nature Museum on a Saturday morning for a brief, out-of-doors tour of the museum, a water sampling activity on North Pond, a visit to the Lincoln Park Conservatory, and a discussion of the Nature Museum's exhibits. The Phase 2 final event was held on May 20<sup>th</sup> at each of the participating parks, and the Nature Museum and its Museums in the Park partners briefly visited Kelvyn, Riis, and Columbus in order to give them their museum passes and to bring closure to the series.

The Nature Museum continued Phase 1 after school workshops in Graver, Calumet, Gage, Piotrowski, and Humboldt Parks, visiting each one for three consecutive days. Children from Calumet and Humboldt Parks visited the Nature Museum on a Saturday morning for a scavenger hunt and brief, out-of-doors tour of the Museum. The Phase 1 final event was a celebration at the Museum of Science and Industry on May 25<sup>th</sup> with all nine participating parks and museums represented.

The nine Museums in the Park members have begun drafting new curricula for after school park visits in the fall. The Nature Museum, along with the Mexican Fine Arts Center and the Adler Planetarium, is writing a curriculum about the passage of seasons. Our activities for this curriculum highlight the museum's content, such as butterflies that migrate for the winter, bison and other animals that have ways of surviving harsh winters, and plants whose life cycles enable them to persist through the seasons.

**Science Scene: KIDS and TEENS** - The Science Scene: KIDS and TEENS program is now in its seventh year, with an alumni network of over 50 individuals. Each year these former TEENS and staff associated with the program come back to visit, meet the current group of TEENS, chat with other alumni, and reminisce with their graduating cohort. This year, the TEENS Alumni Celebration was held in the Weather Lab of the Peggy Notebaert Nature Museum on Saturday, May 29<sup>th</sup>. We took advantage of the opportunity to show off the new museum and provide a preview of great things to come. The returning TEENS are invited to become involved with the Academy once again, this time as volunteers and/or docents, sharing the valuable skills learned while in the program and building upon these in a state-of-the-art museum.

While the success of this program is evident at such events, it is also important to realize that the program is not perfectly suited to everyone. In order to maintain the program's standards, we found it necessary to expel three TEENS who were habitually tardy or truant. On a more pleasant note, however, the remaining TEENS are continuing to learn the Secretary's Commission on Achieving Necessary Skills (SCANS) in their daily work experiences as well as through the use of additional skill specific activities. One such activity involved the role-playing of two competing NASA teams. Each team was encouraged to think logically while making life or death decisions in a scenario involving a space 'crash.'

In addition to fine tuning the use of logic and other essential workplace competency skills, the TEENS had many opportunities to work on their college preparations. On Saturday, May 1<sup>st</sup> they visited DePaul University. They attended a lecture presented by the university's office of multiculturalism addressing the need for students of color to be selective and aware of various college programs and issues. The TEENS were given a full campus tour and lunch.

Continuing their college preparations, the TEENS will also participate in a workshop on how to prepare an entrance essay for college admittance and to use word processing programs. The Lares Program (affiliated with the University of Illinois at Chicago) will be featuring guest speaker Gloria Monahan, Academic Skills Specialist, at the June 19<sup>th</sup> workshop. The TEENS are also nearing the completion of their final phase of academic testing, scheduled to take place on Saturday, June 12<sup>th</sup>. Dr. Jon Miller, Vice President of ICASL, will administer and evaluate this three-hour test covering areas not only in science and math, but also reading comprehension and writing skills.

Throughout the months of April and May, the TEENS continued to share their scientific knowledge with younger KIDS (Kids Involved in Discovering Science) through their presentation of hands-on workshops. The TEENS prepared and presented the SAVE A TREE workshop on paper recycling to an audience of KIDS at the Elliott Donnelley Youth Center on the city's south side on April 3<sup>rd</sup> and to KIDS from Dearborn Homes on April 17<sup>th</sup>. On May 15<sup>th</sup> the TEENS were invited to prepare and present a 'carnival-style' science workshop for a group of Girl Scouts at South Loop Elementary School. More than fifty elementary students participated in the seven 'mini' presentations. They played the role of a migratory bird searching for a wetland, dissected owl pellets, created a chemical reaction, attempted to design a square bubble, made their own musical instruments, mastered the food chain race, and made their own paper. All those involved feel that the KIDS workshops conducted in 1999 by our TEENS were comprehensive, educational, stimulating, and have ultimately made a difference in the lives of many children.

On the second and fourth Saturdays of the month, our TEENS meet at Northwestern University to attend lectures and conduct research with Mentors from the graduate school. The first Saturday includes a pizza lunch with TEENS, Mentors and CAS staff. After lunch everyone reads an article from a science magazine and discusses it. This new format is a restructuring of our usual lecture/discussion session, which the TEENS often received with indifference and minimal participation, and serves as a resounding example of how our program can successfully accommodate the learning needs of our TEENS in creative and fun ways. The June lecture will not be based on an article, but rather include a skit (produced and presented by the mentors) on the "Do's" and "Don'ts" of scientific presentations in order to help prepare the TEENS for their final project presentations scheduled for Saturday, June 26, 1999.

For detailed information about research the TEENS are doing with their Mentors, please see attached sheet.

## SCIENCE

Science on the Go! - The spring 1999 semester saw the *Science on the Go!* (SOG!) Program expand in not only its personnel but its scope as well. Emily Conrath and Jeff McKinnon returned

to the department after a short leave. SOG! also saw the addition of Rebecca Conant and Nicole Royal to its staff. Rebecca will be coordinating the IMSaT program as well as teaching. Nicole will be working as both a museum programming assistant and an outreach educator in the fall. With the departure this summer of several other staff members, the department will add a new crop of educators—each with a unique perspective that is vital to the growth and expansion of the SOG! mission.

With SOG! growing in its reputation as a quality program, new schools are continuously being added to our roster, in addition to the many schools that maintain a continuous relationship with the Academy. Saucedo Scholastic Academy and Lara Scholastic Academy expanded our presence in the Pilsen/Little Village area. Paderewski Elementary and Ruiz Elementary and others have been added to our number of outreach schools. This coming fall, we hope to expand our reach into the north side and near west/south side districts. Thanks to our promotions and excellent word of mouth, SOG! remains as vital as ever.

With the completion of the new Museum this fall, the SOG! team is very excited about incorporating the Museum's many facets into its programs. School visits are already being planned to correlate with not only the Museum's showcase exhibits, but its rotating, temporary ones as well. The opportunity to support the SOG! curricula with real-life models and exhibits melds perfectly with the Chicago Public Schools' drive to have students experience learning in a hands-on fashion. The 1999-2000 school year will be an exciting one as we see SOG! adapt to new opportunities.

**Outreach Educators in Chicago Public Schools** - Outreach educators in the SOG! program serve diverse schools around the city for the entire school year. They are often the first contact that many teachers and students have with the Academy. The relationships they develop, and the quality of their job performance directly reflect on the Academy and its reputation for outstanding educational programs. Rick Gordon, a veteran outreach instructor who is leaving the Academy this summer, has these parting words to say about his experience in Chicago Public Schools:

"Looking back on my last two years with *Science on the Go!* I realize the importance of the relationships that develop between outreach educators and their schools. Take Clissold School, for example. I've been there for two years and know almost every student and every teacher there. I have had some of the students for several years in a row. The connection between the outreach educator and the school benefits the program in many ways. For the students, I am able to adapt my lessons based on what I've learned about them. Because the students feel comfortable with me, they are more willing to try new things and push themselves beyond what they previously thought was possible. The teachers benefit from our relationship because they feel comfortable asking questions about things that they don't understand. The teachers are also more candid with the feedback they give *Science on the Go!* after a relationship has developed. When I develop a personal relationship with a school, it makes me put a little more effort into that school, it also makes the school put a little more effort into the program."

**SOG! gets SLP's** - The trademark of the EcoCit curricula, the *Service Learning Project*, was integrated into the repertoire of many SOG! outreach staff. Students in fifteen SOG! schools created a variety of projects meant to teach others what they learned, or to help solve a problem the students had learned about. Some of the students initiated litter cleanup projects at their schools or in their neighborhoods and others created informative posters and presentations.

Several classrooms focused on gardening projects, including one school-wide butterfly garden. Classrooms created T-shirts, books, necklaces, and bug houses to help incorporate responsible actions that reflect their understanding of the SOG! lessons. One group who studied mechanical physics, produced a video about the need to wear seatbelts and bicycle helmets. Congratulations to the students and the outreach staff who worked with them!

**Science Teaching Network (STN) 1998-1999** – Last summer teachers who chose to take the STN workshops for graduate credit were given an option to earn an additional credit hour by doing specific extra assignments. A small but dedicated group of Chicago Public School teachers met four times over the school year to develop and share integrated curricula. Their topics ranged from marine biology to astronomy and incorporated other core subjects like mathematics, language arts, art, history, and social studies. As participant Mary Beth Cunant stated, “I feel really connected to the Academy and my science teaching colleagues through this experience.” We plan to shorten the time frame next year in hopes of improving teacher retention.

Planning is underway for the Science Teacher Network (STN) 1999 summer workshops, once again offered in conjunction with Chicago State University. As in workshops past, the Academy will offer these workshops for graduate level/science endorsement-applicable credit through CSU. Also as in summers past, STN demonstrates lessons which integrate science with other core areas of curriculum, providing teachers an opportunity to refresh their approaches to teaching science, as well as giving them new ways of looking at how science relates to their everyday lives and the world around them. This year’s offering will focus on the Life Sciences as taught in grades K-4, though these lessons are easily applicable to the upper grades. Teachers will be exposed to an eclectic selection of lessons ranging from edible insects and cultural taboos, to how to make tofu, to worm composting in the school cafeteria, to seaweed art. This two-and-a-half-day workshop is being written and presented by members of the *Science On the Go!* outreach staff in the Academy library and on-site at the almost open Peggy Notebaert Nature Museum, providing participants a sneak preview of the new museum. We are in the second year of funding from an Illinois State Board of Education grant to fulfill the state education mandate that science curriculum and instruction be integrated into the key core areas of language arts and social studies as well as math and technology. Dates for the workshop are Tuesday through Thursday, July 6-8; 13-15; and 20-22.

**IMSaT** - The renewal application for the Integrated Math, Science and Technology Program (IMSaT) was submitted to the Illinois State Board of Education in early May. We expect a visit from a representative from the ISBE in June or July.

The end of the school year is quickly approaching and IMSaT staff are wrapping up their direct participation in the schools. CAS staff and Chicago Public School (CPS) teachers have continued to work closely revising and improving the IMSaT curricula. In early June students from classrooms participating in our Chemistry program will be post-tested and their scores used to assess the effectiveness of the program. Additionally, the IMSaT team has already started brainstorming lessons for the two newest (and final) IMSaT curricula: Earth and Weather. These two curricula will be written over the summer and piloted in classrooms during the fall of 1999.

IMSaT staff offered several professional development workshops to Chicago Public School teachers including: using the worldwide web as a classroom resource and creating rubrics to assess their students in a manner correlating to hands-on instruction. Additionally, teachers attended a reconvene workshop where they discussed their impressions of the SOG! and IMSaT programs with Academy staff. CAS staff also led parent workshops at two schools (Dulles and Garvy). These workshops were conducted to increase parents' understanding of the IMSaT program and help them in utilizing the Internet as an educational tool. Presently, CAS staff are negotiating a third workshop at a community center closely affiliated with Dulles School where we hope to bring enthusiasm for the program to the community. In April Rebecca Conant attended the National Council of Teachers of Math Conference in San Francisco where she saw examples of how teachers around the country creatively integrate math into their curricula.

**Flower Cluster/Annenberg** - Outreach Educators Emily Conrath and Kira Berman are wrapping up the school year at the Annenberg schools: Emily recently held a meeting with the teachers involved in the program at Heffernan school to discuss how the program has accomplished its goals at the school. One first time teacher said, "I've repeated the lessons I've learned from SOG! and will next year too. It's a great experience for the kids, connecting to other real-world experiences they've had. The program also keeps us teachers on track." Mrs. Biggio commented, "The program has refreshed and added to the information I learned in college. I've used the SOG! lessons for the past few years and plan to use them again and again." In addition to the Science on the Go! classes, Emily and the school's science teacher, Mr. Scott, helped a group of children grow plants that will attract native butterflies. The children will take the plants home to transplant into their own yards or keep on a windowsill.

Kira has integrated hands-on laboratory activities and alternative assessment techniques into Flower Career Academy's ninth grade biology classrooms, and will continue to work with the teacher over the summer. During a recent SOG! visit, biology students enjoyed a field trip to Midewin National Tallgrass Prairie. While there, they learned about prairie ecology and assisted in the restoration efforts, for which they received credit toward their service learning requirement. In addition, students planned, measured, and planted a garden plot, spelling the word 'Flower' in marigolds.

**Museum Programs** - Though the museum doesn't open until October, plans for museum programming are well under way. The first priority for museum education staff is the training of our docents. A rough draft of the docent training manual is in the review and editing process at the moment, and will be ready to go for the July training sessions. Education staff are working closely with the volunteer coordinator and the Exhibits Department to make sure that each day of docent training is filled with activities in order to foster the interpretive experience.

Staff are also developing programs that will reach all the museum's visitors. Programs in the kitchen of City Science, the collections area of Wilderness Walk, and the Environmental Central experience will reach casual visitors throughout the day. Self-guided school group visits and pre-registered workshops will be available every school day. After hours adult classes are being created, as well as youth and family classes on the weekends. Plans for lectures, field trips, and overnight events are in the works!



Additionally, a proposal for funding to support the educational programming to accompany the Microbes exhibit has been submitted to Pfizer. A positive response from the sponsor of the exhibit will provide funding to purchase equipment and supplies, and pay speakers' fees. It would enable us to offer workshops with four different themes for school groups, a series of classes for adults, several youth and family classes, science theater performances, and more.

### *The Web*

**CAoS Club – [www.caosclub.org](http://www.caosclub.org)** Momentum continues to build for the Academy's award winning Internet science learning service. The CAoS Club Crew broadcast our last live show under this school year's contract with the Illinois State Board of Education on Tuesday, June 8th. The show was titled *The Great Lakes*, a fitting topic given the themes of many of the exhibits planned for the new museum. Since our first live Internet broadcasts in February of 1997, we have broadcast 158 live science programs over the Internet. Membership in CAoS Club for this year totals 500 classrooms from around the state!

In May Mr. Larry Crema, Vice President of Human Resources for NEC technologies, visited the Academy's online broadcast studio. Mr. Crema presented Rafael Rosa and Kaye Hood with a \$40,000 check during a live Total CAoS broadcast. The money will be used to work with 100 schools, nationwide, as a test-bed for our online programming. Total CAoS is a general science program for students in grades K-8. As part of the project, teachers will help evaluate the program for its effectiveness in using the Internet as a tool for science learning. The Academy is currently soliciting a national audience of teachers in grades 6-8 to participate. Teachers can apply for participation online at: [www.caosclub.org/totalcaos/form.html](http://www.caosclub.org/totalcaos/form.html). Successful applicants will be notified in August, with national broadcasts beginning in September. The Academy is grateful for the NEC Foundation of America's support in this project to bring Total CAoS to a national audience.

In compliance with terms of the \$50,000 funding from Pfizer Inc., Doug Widener and Kaye Hood did a two-day Internet workshop for 37 public school teachers in Terra Haute, Indiana on April 20<sup>th</sup> and 21<sup>st</sup>. The Academy is bringing CAoS Club to 20 elementary schools in Terre Haute--site of one of Pfizer's major production facilities. The funding is used to provide free memberships to schools and conduct training sessions for teachers.

**National Recognition** - The Academy's CAoS Club web site was recently awarded the Bronze Muse Award by the American Association of Museums. The Muse Award competition receives entries from museums around the country and focuses on the use of digital media by museums in exhibits and web-based presentations. With this distinction the Academy has been recognized in the top tier of museums providing learning experiences on the Internet. Given the Academy's reputation as a leader in distance learning, we have been asked to present at the National Governors Association Technology Conference in Nashville, July 19-20, 1999.

**Hawthorne Students Teach Their Peers about the Internet** - Participants in the Spring '99 Hawthorne Hyperteam Web Design Program recently presented their final projects to their families. This innovative program, held at Hawthorne Scholastic Academy in Wrigleyville, gave sixth grade students the opportunity to learn about the Internet and the World Wide Web in a

hands-on workshop environment. Students gained numerous technology skills as they created and edited digital images, coded HTML, and designed and implemented informational sites based on their studies. Student mentors from the Winter '99 team audited the class and videotaped sessions taught by Academy staff, and then instructed their peers based on the modeled lessons. The Online Learning team looks forward to developing an advanced course at Hawthorne in the coming school year.

**Museum in the Classroom – My Place** - Museum in the Classroom completed the end of its two-year grant in June. Much like the first year, schools defined their own study themes around resources provided to them by the museum. Many of the schools developed new webpages illustrating the work and research accomplished this year. Academy staff were able to attend final project presentations conducted by two schools: Malta High School (Malta, IL) and Josefa Ortiz de Dominguez School (Chicago, IL). Presentations allowed students to showcase their work to their school, families, and the community.

The Academy also provided a series of three webcasts revolving around the theme of Illinois habitats: The webcasts were a half-hour to an hour long with interactive chat and special guests. Staff also conducted individual video conferences with AF Ames Elementary School (Riverside, IL), Manteno Middle School (Manteno, IL), and Josefa Ortiz de Dominguez School (Chicago, IL). The Academy is committed to continuing to work with all 15 schools in the future, extending the project beyond its two-year grant period. Check out the Museum in the Classroom web site at: [www.caosclub.org/mic](http://www.caosclub.org/mic).

**Midewin/Openlands Web Site** - During the past year, the Academy designed two web sites for the Openlands Project; one for the Midewin National Tallgrass Prairie; and the second, a web site for the Openlands Project itself. As part of the final stages of the project, the Academy is putting the Openlands Project's groundbreaking report "Under Pressure: Land Consumption in the Chicago Region, 1998 - 2028" online at <http://www.openlands.org>. This report was released as part of the Strategic Open Lands at Risk (SOLAR) project to document land consumption. "Under Pressure" examines the development that is likely to take place over the next 30 years in a 13-county Chicago region that extends from Kenosha, Wisconsin to LaPorte, Indiana.

**Chicago Wilderness Web Site** - The Academy is making progress in its project to help redesign the Chicago Wilderness website. We have held several planning and strategy meetings and plan to have a home page prototype ready for review by June 15th. The Academy will meet with the Chicago Wilderness redesign committee to review the homepage design on June 23rd. The Academy will have the major part of the web site redesign completed by late August 1999. Chicago Wilderness is an organization of over 80 conservation groups in the Chicagoland area dedicated to preserving and protecting the region's biodiversity. The Academy is an active member of Chicago Wilderness and looks forward to heading the effort to redesign its web site.

**TILT – Teaching Innovative Learning through Technology** - The Academy's involvement with the TILT project, a collaboration of four public schools in the Lincoln Park neighborhood (LaSalle Language Academy, Oscar Mayer, Alcott, and Lincoln Park H.S.) wrapped up on June 16 with a picnic and tour at the museum. Over 60 teachers attended. TILT is a model project

that combines art, science, and other learning areas. The Academy looks forward to continuing our involvement in the project next school year.

**CAS Web Site** - To coincide with the new Peggy Notebaert Nature Museum, the Education Department is redesigning the Academy's web site. The new site features new imagery, improved navigation, and more information about the museum. Nina VanderVoort is working closely with representatives from other departments to ensure that the site reflects the many facets of the Academy. The Education Department was chosen to head the project given its extensive use of the Internet in its educational programming. Check out the new site at: [www.chias.org](http://www.chias.org).

**CPS Online** - The Chicago Public Schools' off campus program, Gifted Online, rapped up the end of the year in a flurry. Nine students from elementary schools throughout Chicago participated in the class. As a final project, students created virtual exhibits centered on the exhibits to be featured in the Peggy Notebaert Nature Museum. Student projects are available on the web at: <http://www.caosclub.org/nsw/web/onlineclass/>. The individual exhibits all include interactive quizzes that test the visitor on information displayed within the site. The last class featured an open house in which students invited teachers, principals, family, and friends to view their work compiled over the entire year. Students received grades for completing the course and were also awarded honorary one-year memberships to the museum.

## TEEN/Mentor Update

Over the past three months the amount of progress in the TEENS' research has been truly remarkable. TEENS Jaslin Cedeño and Tungsten Molino are working with Mentor Beth Villaviencio to better understand which parts of the GLI promoter are critical for optimal promoter functioning. GLI is an important factor in furthering the understanding birth defects and cancer. So far, Tungsten and Jaslin have learned to create mutants of human GLI driving the firefly luciferase gene. In order to do this they perform mutagenesis techniques, transform bacterial cells in order to obtain the plasmid DNA, do restriction digests of the plasmid DNA, and run gels to examine the DNA. Beth then tests the luciferase activity of the mutants to determine which regions of the promoter are critical for normal GLI expression. Four mutants have been created to date.

Shannae Jackson (TEEN) works with her Mentor, Todd Eagar, to understand the regulation of Tcell mediated autoimmunity. The focus of her research is CTLA-4, a protein involved in terminating immune responses. Previously it has been shown that CTLA-4 plays a critical role in controlling autoimmune responses in a mouse model. Shannae is now studying the role of CTLA-4 in controlling the progression of an autoimmune disease in three models of genetically susceptible strains of mice. The first mouse strain is called BALB/c and is resistant to a disease induction. The second, B10PL, are susceptible to self-limiting disease, and the third, SJL mice, develop relapsing-remitting disease. Shannae began by immunizing mice with spinal cord proteins to stimulate the autoimmune response. By using CTLA-4 antibodies to block autoimmune disease progression, they will be able to study the role that CTLA-4 plays in the establishment of this disease.

TEEN Eduardo Roman is working with Mentor Reynold Lopez-Soler on understanding how Theiler's virus, which causes a disease similar to MS in rats, may affect nerve cells. Eduardo has infected chicken neurons with this virus and began assessing changes in the morphology of the cell and/or their inner structures by creating and observing time-lapse movies of these cell changes. He has also learned how to use immunofluorescence to study changes in proteins (both neuron specific and microtubules). TEEN Henry Ramirez is also working with Mentor Reynold Lopez-Soler, but on a slightly different project. In building an understanding of how cancer forms and invades other tissues, Henry studies a protein found in the nucleus of all cells, called nuclear lamins. Nuclear lamins have been shown to play a role in cell division, DNA replication, and nuclear integrity. Both Eduardo and Henry have learned to use live tissue cell cultures, and some basic microscopic techniques. They have also learned how to study the biochemistry of proteins through gel separation followed by Western Blot analysis.

TEEN Tameka Walker and Mentor Jen Cheng are studying how estrogen receptors control the activities of certain genes. The first step in this project is to produce large amounts of DNA in bacteria. Once sufficient amounts of the genes are made in the bacteria, Tameka will learn how to place this gene into eukaryotic cells. This will allow these cells to produce proteins from these genes when incubated with estrogen, since these cells contain estrogen receptors. Proteins produced in this manner will be separated and analyzed.

Tarnisha Carter (TEEN) works with Mentor Monika Jakacka. Monika has successfully taught Tarnisha how to subclone cDNA for mouse estrogen receptor beta into an expression vector. Together, they have also raised the plasmid in *E. coli*. As a next step, they will begin looking at the expression of the estrogen receptor in eukaryotic cells. All this will be done in order to better understand how estrogen receptor functions, more specifically on gene transcription in cells.

After researching herbs and their potential medicinal properties, TEEN Sue Rivera and Mentor Veena Prahlad selected three herbs reported to 'heal wounds'. In an effort to isolate some of the constituents of herbal extracts that may cause cytoskeletal changes or increased movement of cells, Sue learned how to extract herbs using 2 different solvents. Sue has learned how to run a protein gel and how to separate the proteins into extracts. The next step was to apply these extracts to 'wounded' cell layers and record the time taken for the wounded cell layers to heal. Once this has been accomplished, the cells will be fixed, stained with antibodies against cytoskeletal proteins, and visualized using conventional immunofluorescence microscopy.

TEEN Krystal Blake is working with Mentor Meg Bentley to learn more about the complex structure of *Drosophila Melanogaster* (the common fruit fly) eyes. Krystal wanted to distinguish and document the differences between wildtype eyes and the glazed and eyeless mutant phenotype. In order to do this, Krystal has learned to dissect both wildtype and mutant eyes. She then examines the microscopic pictures she has produced on the computer. Next she will stain nuclei to distinguish which cells are affected in mutant eyes. This information should help Krystal to better understand how single gene mutations alter the complex formation of the *drosophila* eye.

Ulysses Jefferson (TEEN), with the assistance of Mentor Leonard Anderson, will try to construct a series of DNA plasmids to study specific sequences of viral DNA that control its assembly. To do this Ulysses will attach these 'promoter' sequences to reporter genes. Reporter genes allow for the study of DNA transcription by using proteins that either fluoresce or can be detected in other manners. Using this assay, the roles of viral DNA promoters will be better understood. In addition, Ulysses will develop a marketing strategy to distribute these constructs to prospective buyers in order to learn about the commercial pharmaceutical field.

**THE CHICAGO ACADEMY OF SCIENCES**  
**EDUCATION DEPARTMENT**  
**FINANCIAL RESULTS    APRIL 1999 YTD**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Revenues	864	1060	<196>
<u>Expenses</u>	<u>&lt;909&gt;</u>	<u>&lt;1040&gt;</u>	<u>131</u>
<b>TOTALS</b>	<b><u>&lt;45&gt;</u></b>	<b><u>20</u></b>	<b><u>&lt;65&gt;</u></b>
<u>Headcount</u>	<u>28</u>		

**Exhibition Program Progress Report  
to the Board of Trustees**

June 16, 1999

**Overview**

Exhibition development, design and production for the six galleries within the Museum and on the surrounding grounds continues.

The bulk of M/E/P work performed under contract with Turner SPD has concluded. Their electrical sub-contractor, Chatfield Electric, remains on site completing wiring and lighting installation that was delayed because of the Butterfly Ball in April.

Design Craftsmen (DCI) began exhibit installation work on site in January and will continue on site until October 20.

Currently, DCI has subcontractors on-site sculpting artificial rock work in Children's Gallery and City Science, and building the City Science house structure. Engineering, finish casework, displays and graphic production are being conducted in Midland, MI.

As you know, the Butterfly Haven greenhouse and most interpretive exhibits were completed in time for the Butterfly Ball event.

**Exhibit Design**

L. H. Skolnick Architecture + Design Partnership is essentially complete with their work to design three-dimensional components and the interior architecture of the exhibition galleries. Some design work remains for outdoor elements. LHSA+DP is now engaged in supervising the engineering work being done by DCI and monitoring fabrication and installation for fidelity to design intent.

In addition, LHSA+DP continues to participate in the review of interpretive and multimedia graphics.

**Graphic Design**

Carol Naughton + Associates continues with graphic design for the exhibitions and the building.

All graphics for Water Lab, City Science, Children's Gallery and Wilderness Walk have been delivered to DCI are in pre-production or production. Interpretive graphics for outdoor exhibits are pending final copy and artwork.

CN+A is also retained to design architectural graphics for the Museum building, and an initial group of these elements were installed in April prior to the Butterfly Ball. The remainder of the architectural graphics will be installed during the summer and includes room identifiers, wayfinding signage and donor recognition signage on the east wall of the lobby.

### **Copy Writing**

Final copy is complete for Water Lab, City Science, Butterfly Haven, Wilderness Walk and Children's Gallery and all but one of the outdoor exhibits.

Copy for Children's Gallery, Wilderness Walk and the outdoor exhibits has been translated into Spanish, and will be incorporated in the presentations in these exhibitions. Some interpretive graphics outside City Science will also be presented in two languages.

Later in 1999, we will begin work to design portable graphic interpretation in Spanish for Butterfly Haven, Water Lab and City Science. Production costs for this material have not been estimated.

### **Film/Video**

The exhibition program includes twelve short-subject video productions as display components. These videos range from more lyrical films depicting the ecology of North Pond to narrative productions to explain the environmental consequences of electricity generation.

The productions about North Pond and the Butterfly Life-cycle are complete. The Water Lab video is in post-production. Principal photography for the introduction to Butterfly Haven took place on April 14 and 15 in the greenhouse.

The electricity videos for City Science and the den video for City Science are in production now and will be complete by early July.

### **Software Development**

The *Electronic Field Guide to Butterflies* software exhibit for Butterfly Haven will be delivered by end of July. The software developers are finalizing interface modifications, completing graphic production of the range maps for the 63 species, and digitizing video segments for use in the Anatomy section of the program.

### **Environmental Central**

Developmental work for EC is proceeding at the Academy with research on the range of inputs and outcomes that relate to first scenario, which is focused on water use and drought.

Major content topics include the technical examination of drought, impacts on agriculture, energy generation, industrial production, fishing, aquatic ecosystems, recreation, water pollution, domestic water use, and other areas of inquiry. As these



issues are being researched, data and media assets are also being identified and collected.

Developmental work at the Academy is also focused on the structure and duration of the visitor experience in the forum - including the nature and sequence of program events, the role of the Academy facilitator(s), the length of time that should be considered for the experience, etc. Academy staff have organized a series of focus groups and other participant studies over the past six months to inform our decisions in these areas.

Software and media development is being performed by Evolution Online Systems, a software and Internet development firm based in New York City. EOS is producing the multimedia database framework, the mathematical modeling programs, designing the user interface for software components, and coordinating video productions that will be used in the forum.

Database programming is proceeding according to schedule and an initial prototype of 90 records is being used to work out the required functions and to resolve how the database server will interface with the EC web server.

Human-computer interface design is continuing and has been subjected to end-user focus groups for evaluation purposes.

Our schedule includes completion of an alpha version for use in the forum space beginning in mid-July. Education staff are writing the facilitator script for the first scenario.

## **Sound**

Audio presentations have been produced as part of the visitor experience in Wilderness Walk, City Science, Children's Gallery, the Lobby and in Butterfly Haven, by Wild Sanctuary Inc. WSI has assembled a collection of digital recordings from its library as well as record new sounds that will be played in the galleries noted above.

This digital audio will be sampled from disk by software routines developed by WSI, and played over multi-channel speaker arrays in the public spaces. The sound programs include multi-channel effects.

The audio and computer hardware for the sound installations is now being installed in Media Central and in the exhibit galleries, in conjunction with DCI's exhibit installation work.

## **Production & Installation Schedule**

see attached Gantt chart

### **Budget Commitments to Date**

Project budget	8,498,000
Master Plan	192,000
Project Mgmt	305,700
Design Fees	867,000
Reimburs. Exp.	200,000
Graphic Coord & Dsgn	348,655
Lighting Design	70,400
Other consults.	124,150
Media production	1,058,147
Specialty Lighting	300,000
AV hardware	165,780
Exhibit fabrication	4,040,110
Building mods	265,120
Staff costs	300,000
Misc. Supplies	6,602
committed to date	8,243,664
remaining	254,336

Items remaining to be contracted or purchased: exterior exhibits, outdoor stonework and electronic hardware.

### **Temporary Exhibitions**

The Exhibition Review Committee, comprised of staff from the Exhibition, Biology, Education, Development and Marketing departments and the COO, reviews and proposes temporary exhibitions for the second floor gallery and the first floor corridor. The temporary exhibition schedule to date is:

#### First Floor

10/99 - 1/00	"Planet of the Arthropods" large-format photographs by James Rowan
3/00 - 6/00	"Healing Power of Plants" (tentative) developed by the University of Colorado Museum

#### Second Floor

10/99 - 1/01	"Microbes: Invisible Invaders, Amazing Allies" Developed by BBH Exhibits with support from the National Institutes of Health
2/00 - 4/00	"A Question of Truth" Developed by the Ontario Science Center

2/01 - 4/01

"Epidemic: World of Infectious Disease" (tentative)  
Developed by the American Museum of Natural History

10/01 - 1/02

"Cats: Mild to Wild" (tentative)  
Developed by the Los Angeles County Museum of Natural History

Exhibition Schedule

ID	Task Name	Duration	Start	End	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1	US&ID Questions Lists	71d	Thu 6/2/97	Mon 9/15/97												
2	Next Generation Script Drafts	105d	Thu 6/5/97	Fri 10/31/97												
3	Value Engineering - Fabrication	14d	Tue 8/12/97	Fri 8/22/97												
4	Presentation to Exhibits Committee	0d	Thu 8/14/97	Thu 8/14/97												
5	Exhibit Detail Drawings	21.4w	Wed 8/27/97	Fri 1/30/98												
6	Fabrication Contract Completion	0d	Wed 9/23/98	Wed 9/23/98												
7	Exhibit FIB - eltop drawings	40.2w	Wed 9/23/98	Wed 6/30/99												
8	Exhibit FIB - DCI production	38.2w	Fri 1/15/99	Fri 10/15/99												
9	Exhibit FIB - sub-contract production	215d	Thu 9/24/98	Wed 8/1/99												
10	Exhibit FIB - graphic production	219d	Tue 1/21/99	Fri 10/1/99												
11	Exhibit FIB - Installation	42w	Fri 1/1/99	Thu 10/21/99												
12	Mockups Display Tuning	0.6w	Mon 9/6/99	Wed 10/20/99												
13	Final Script Pelicans	39.8w	Mon 1/10/97	Fri 8/14/98												
14	Exhibit Copy Writing - Draft	18w	Tue 1/20/98	Mon 5/11/98												
15	Exhibit Copy - Final	47.4w	Thu 6/11/98	Fri 5/7/99												
16	Formative Evaluation - Copy	24w	Mon 2/15/98	Mon 8/31/98												
17	Video Script Development	285d	Mon 9/27/98	Fri 6/4/99												
18	Video Production	40w	Mon 9/28/98	Fri 8/13/99												
19	EC Script Development	22w	Wed 7/1/99	Tue 12/1/99												
20	EC Development	35.6w	Wed 12/2/99	Fri 10/3/00												
21	EC Exhibit Testing	24.4w	Thu 7/15/99	Fri 12/31/99												
22	Lighting Design	21.4w	Thu 10/16/97	Mon 5/1/98												
23	Lighting wiring	23.6w	Tue 12/1/98	Fri 5/14/99												
24	Lighting Installation	35.2w	Fri 2/12/99	Fri 10/16/99												
25	Mural Paintings	37.2w	Mon 1/11/99	Mon 9/2/99												
26	Barthelme Haven Photographs	1.2w	Fri 4/16/99	Fri 4/23/99												
27	Object and Photo Procurement	61.2w	Thu 2/5/98	Fri 9/2/99												
28	Interpretive Illustrations	52.8w	Mon 5/18/98	Fri 5/1/99												
29	Interpretive Graphic Design	79.6w	Wed 10/29/97	Mon 5/17/99												
30	Interpretive Graphic Production	66w	Mon 1/11/98	Fri 9/7/99												
31	Architectural Graphic Design	66.5w	Tue 1/20/98	Fri 4/23/99												
32	Architectural Graphic Production	8w	Mon 4/19/99	Fri 6/11/99												
33	Architectural Graphic Installation	11.4w	Thu 4/29/99	Fri 7/16/99												
34	Entry Walk Monument Design	48w	Mon 6/15/98	Fri 5/14/99												
35	Entry Walk Monument Production	20w	Mon 5/17/99	Fri 10/1/99												
36	Gallery floor treatments	3w	Mon 10/4/99	Fri 10/22/99												
37	Teaching and Training	38d	Tue 8/21/99	Thu 10/21/99												
38	Opening Day	1d	Fri 10/22/99	Fri 10/22/99												
39	Summative Evaluation	130d	Mon 10/25/99	Fri 4/21/00												
40	Microbes exhibit set-up	33d	Mon 8/30/99	Wed 10/13/99												
41	Microbes exhibition	51d	Fri 10/22/99	Sun 12/20/99												
42	Microbes dismantle & ship	15d	Mon 12/20/99	Fri 1/21/00												
43	Question of Truth exhibit set-up	7d	Wed 1/26/00	Thu 2/3/00												
44	Question of Truth exhibition	61d	Fri 2/4/00	Sun 4/30/00												
45	Question of Truth dismantle & ship	9d	Mon 5/1/00	Thu 5/11/00												

Materials & Outside Services		Budget	DD Budget	AV Budget	EF Budget	Contract Award
<b>1. Environmental: Central</b>						
Exhibit Master Plan	Informal Sciences Inc	19,500	19,500			19,500
Exhibit Project Management	LH Skolnick Architecture + Design Partners	26,800	26,800			26,800
Exhibit Design	LH Skolnick Architecture + Design Partners	42,400	42,400			42,400
Design & Management Expenses	LH Skolnick Architecture + Design Partners	20,000	20,000			20,000
Graphic Coordination	Audrey Smith O'Malley	5,000	5,000			5,000
Graphic Design	Carol Naughton + Associates	35,000	35,000			35,000
Exhibit Fabrication	Design Craftsmen Inc	351,014			351,014	351,014
Audio development/production	none	0		0		0
Video Development/Production	TBD	150,000		150,000		0
Software Development/Production	Evolution Online Systems	471,000		471,000		471,000
Software development	Monadhock Media	50,000		50,000		50,000
basebuilding modifications	Turner SPD	35,000			35,000	35,000
Lighting Design	Available Light Inc.	7,500	7,500			7,500
Exhibit consultants (other)	various	17,500	17,500			0
AV Hardware	TBD	420,682		420,682		0
Specialty Lighting	Turner SPD	53,000			53,000	53,000
		1,704,396	173,700	1,091,682	439,014	1,116,214
<b>2. Children's Gallery</b>						
Exhibit Master Plan	Informal Sciences Inc	19,500	19,500			19,500
Exhibit Project Management	LH Skolnick Architecture + Design Partners	26,800	26,800			26,800
Exhibit Design	LH Skolnick Architecture + Design Partners	42,400	42,400			42,400
Design & Management Expenses	LH Skolnick Architecture + Design Partners	20,000	20,000			20,000
Graphic Coordination	Audrey Smith O'Malley	5,000	5,000			5,000
Graphic Design	Carol Naughton + Associates	35,000	35,000			35,000
Exhibit Fabrication	Design Craftsmen Inc	363,838			363,838	363,838
Audio development/production	none	0		0		0
Video Development/Production	none	0		0		0
Software Development/Production	Turner SPD	50,000			50,000	50,000
basebuilding modifications	Available Light Inc.	7,500	7,500			7,500
Lighting Design	various	17,500	17,500			0
Exhibit consultants (other)	none	0		0		0
AV Hardware	Turner SPD	27,000			27,000	27,000
Specialty Lighting		614,538	173,700	0	440,838	597,038
<b>3. Water Lab</b>						
Exhibit Master Plan	Informal Sciences Inc	19,500	19,500			19,500
Exhibit Project Management	LH Skolnick Architecture + Design Partners	26,800	26,800			26,800
Exhibit Design	LH Skolnick Architecture + Design Partners	42,400	42,400			42,400
Design & Management Expenses	LH Skolnick Architecture + Design Partners	20,000	20,000			20,000
Graphic Coordination	Audrey Smith O'Malley	5,000	5,000			5,000
Graphic Design	Carol Naughton + Associates	35,000	35,000			35,000
Exhibit Fabrication	Design Craftsmen Inc	434,419			434,419	434,419
Audio development/production	none	0		0		0
Video Development/Production	Duncan Scott Productions	6,000		6,000		0
Software Development/Production	TBD	15,000		15,000		0
basebuilding modifications	Turner SPD	15,000			15,000	15,000
Lighting Design	Available Light Inc.	7,500	7,500			7,500
Exhibit consultants (other)	various	17,500	17,500			0
AV Hardware	TBD	28,300		28,300		0
Specialty Lighting	Turner SPD	43,000			43,000	43,000
		715,419	173,700	49,300	492,419	648,619

#### 4. Butterfly Haven

Exhibit Master Plan	Informal Sciences Inc	19,500	19,500	19,500
Exhibit Project Management	LH Skolnick Architecture + Design Partners	26,800	26,800	26,800
Exhibit Design	LH Skolnick Architecture + Design Partners	42,400	42,400	42,400
Design & Management Expenses	LH Skolnick Architecture + Design Partners	20,000	20,000	20,000
Graphic Coordination	Audrey Smith O'Malley	5,000	5,000	5,000
Graphic Design	Carol Naughton + Associates	35,000	35,000	35,000
Exhibit Fabrication	Design Craftsmen Inc	457,773	457,773	457,773
Audio development/production	Wild Sanctuary Inc.	8,000	8,000	8,000
Video Development/Production	Duncan Scott Productions	80,000	80,000	0
Software Development/Production	McAlpin Group	80,000	80,000	75,000
basebuilding modifications	Turner SPD	55,000	55,000	55,000
Lighting Design	Available Light Inc.	7,500	7,500	7,500
Exhibit consultants (other)	various	17,500	17,500	0
AV Hardware	TBD	35,758	35,758	0
Specialty Lighting	Turner SPD	55,000	55,000	55,000
		945,231	173,700	203,758
				567,773
				806,973

#### 5. Wildreppess Walk

Exhibit Master Plan	Informal Sciences Inc	19,500	19,500	19,500
Exhibit Project Management	LH Skolnick Architecture + Design Partners	26,800	26,800	26,800
Exhibit Design	LH Skolnick Architecture + Design Partners	42,400	42,400	42,400
Design & Management Expenses	LH Skolnick Architecture + Design Partners	20,000	20,000	20,000
Graphic Coordination	Audrey Smith O'Malley	5,000	5,000	5,000
Graphic Design	Carol Naughton + Associates	35,000	35,000	35,000
Exhibit Fabrication	Design Craftsmen Inc	1,292,324	1,292,324	1,292,324
Audio development/production	Wild Sanctuary Inc.	29,431	29,431	29,431
Video Development/Production	none	0	0	0
Software Development/Production	Turner SPD	0	0	0
basebuilding modifications	Available Light Inc.	25,000	25,000	25,000
Lighting Design	various	7,500	7,500	7,500
Exhibit consultants (other)	TBD	17,500	17,500	0
AV Hardware	TBD	40,386	40,386	0
Specialty Lighting	Turner SPD	55,000	55,000	55,000
		1,615,841	173,700	69,817
				1,372,324
				1,557,955

#### 6. City Science

Exhibit Master Plan	Informal Sciences Inc	19,500	19,500	19,500
Exhibit Project Management	LH Skolnick Architecture + Design Partners	26,800	26,800	26,800
Exhibit Design	LH Skolnick Architecture + Design Partners	42,400	42,400	42,400
Design & Management Expenses	LH Skolnick Architecture + Design Partners	20,000	20,000	20,000
Graphic Coordination	Audrey Smith O'Malley	5,000	5,000	5,000
Graphic Design	Carol Naughton + Associates	35,000	35,000	35,000
Exhibit Fabrication	Design Craftsmen Inc	917,633	917,633	917,633
Audio development/production	Wild Sanctuary Inc.	19,175	19,175	19,175
Video Development/Production	Duncan Scott Productions	60,000	60,000	0
Software Development/Production	TBD	5,000	5,000	0
basebuilding modifications	Turner SPD	15,000	15,000	15,000
Lighting Design	Available Light Inc.	7,500	7,500	7,500
Exhibit consultants (other)	various	17,500	17,500	0
AV Hardware	TBD	55,220	55,220	0
Specialty Lighting	Turner SPD	39,000	39,000	39,000
		1,284,728	173,700	139,395
				971,633
				1,147,008

## 7. North Pond & Grounds

Exhibit Master Plan					
Exhibit Project Management					
Exhibit Design					
Design & Management Expenses					
Graphic Coordination					
Graphic Design					
Exhibit Fabrication					
Audio development/production					
Video Development/Production					
Software Development/Production					
basebuilding modifications					
Lighting Design					
Exhibit consultants (other)					
AV Hardware					
Specialty Lighting					
	Informal Sciences Inc	19,500	19,500	19,500	19,500
	LH Skolnick Architecture + Design Partners	26,800	26,800	26,800	26,800
	LH Skolnick Architecture + Design Partners	42,400	42,400	42,400	42,400
	LH Skolnick Architecture + Design Partners	20,000	20,000	20,000	20,000
	Audrey Smith O'Malley	5,000	5,000	5,000	5,000
	Carol Naughton + Associates	35,000	35,000	35,000	35,000
	TBD	170,100		170,100	0
	none	0	0	0	0
	none	0	0	0	0
	none	0	0	0	0
	Turner SPD	15,000		15,000	15,000
	Available Light Inc.	7,500	7,500		7,500
	various	17,500	17,500		0
	none	0	0	0	0
	Turner SPD	20,000		20,000	20,000
		378,800	173,700	0	205,100
					191,200

## 8. Main Entry & Lobby

Exhibit Master Plan					
Exhibit Project Management					
Exhibit Design					
Design & Management Expenses					
Graphic Coordination					
Graphic Design					
Exhibit Fabrication					
Audio development/production					
Video Development/Production					
Software Development/Production					
basebuilding modifications					
Lighting Design					
Exhibit consultants (other)					
AV Hardware					
Specialty Lighting					
	Informal Sciences Inc	19,500	19,500	19,500	19,500
	LH Skolnick Architecture + Design Partners	26,800	26,800	26,800	26,800
	LH Skolnick Architecture + Design Partners	42,400	42,400	42,400	42,400
	LH Skolnick Architecture + Design Partners	20,000	20,000	20,000	20,000
	Audrey Smith O'Malley	5,000	5,000	5,000	5,000
	Carol Naughton + Associates	35,000	35,000	35,000	35,000
	Design Craftsmen	4,600		4,600	0
	Wild Sanctuary Inc.	23,678	23,678		23,678
	Duncan Scott Productions	10,000	10,000		24,000
	none	0	0	0	0
	Turner SPD	50,000		50,000	50,000
	Available Light Inc.	7,500	7,500		7,500
	various	17,500	17,500		0
	TBD	41,380		41,380	0
	Turner SPD	20,000		20,000	20,000
		323,358	173,700	75,058	74,600
					273,878
	sub-total	7,582,311	1,389,600	1,629,010	4,563,701
					6,338,885

other expended exhibit design fees  
anticipated additional exhibit design fees  
internal personnel costs  
contingency amount

LHSA+DP and others	278,900			278,900
LHSA+DP	243,000			243,000
CAS staff	300,000			300,000
	94,000			0
	8,498,211			7,160,785

Cost estimate by gallery  
report: 1/12/99

<i>Exhibit Area</i>	<i>cost</i>
Butterfly Haven	945,231
Water Lab	715,419
City Science	1,284,728
Wilderness Walk	1,615,841
North Pond & grounds	378,800
Children's Gallery	614,538
Main entry & lobby	323,358
Environmental Central	1,704,396
other design costs	278,900
sub-total	7,861,211
LHSA+DP additional costs	243,000
internal staff costs	300,000
contingency	94,000
total	8,498,211



**Development and Marketing  
Quarterly Report  
April, May, June 1999**

**DEVELOPMENT**

**Capital Campaign**

*Rebecca Petrek, Director*

**Campaign Progress**

As of June 4, 1999, \$29.1 million (includes \$1.5 million Kresge Challenge funds) has been raised against a goal of \$31.25 million, leaving \$2.1 million remaining to raise by March 1, 2000 to meet the Kresge Foundation Challenge. Major commitments to the capital campaign since the end of March are a \$500,000 pledge to name the Howard & Paula Trienens Entry Hall at the museum, a \$100,000 pledge from Illinois Tool Works Foundation and revenue from the Butterfly Ball as detailed below.

The Campaign Group met April 5. Discussion centered on revenue reporting to meet The Kresge Foundation Challenge, Sara Lee sponsorship of the museum's opening weekend, corporate and foundation proposal submission strategy, the Butterfly Ball, and the Kennicott Society. The next Campaign Group meeting is scheduled for July 12.

**Butterfly Ball**

A very successful first annual Butterfly Ball was attended by 800 Chicago-area notables on April 30, 1999 at the museum. Tickets for the event were sold out within two weeks of the invitation mailing. Total revenue from the event stands at \$652,000 as follows:

Cash Received
• \$445,000 table/ticket sales
• \$87,000 cash donations
• \$20,000 raffle ticket sales
Cash Receivable
• \$33,000 (Tiffany)
In Kind Received
• \$67,000 (Tiffany)
<u>Total: \$652,000</u>

Total expenses are currently estimated at \$240,000.

Judy Istock, Cindy Lenhardt, forty-one Butterfly Ball committee members and Academy staff combined efforts to create a most memorable evening that has inaugurated a 6-month program of launch events for the museum. The Academy is especially grateful to Istock and Lenhardt for their steadfast efforts, the basis for the success of the evening, over a 20-month planning period. Feedback from all who attended has been overwhelmingly positive. The Peggy Notebaert Nature Museum has made an extraordinary first impression on a broad scale.

## Corporate & Foundation Relations

*Jacqueline Williams, Director*

*Suzanne Kleisch Ploger, Coordinator*

The Corporate and Foundation Relations Team together with Education, Marketing, and the Capital Campaign have submitted over \$375,000 (see-attached) in requests for the final quarter of FY99. Major proposals submitted this quarter include The Joyce Foundation for the Community Leaders Diversity Task Force; Pfizer Foundation for public programming for the *Microbes...Amazing Allies Invisible Invaders* exhibit; the Lloyd Fry Foundation for Science Scene; and NEC Technologies Inc. for in-kind support for 6 overhead projectors in Environmental Central.

The corporate and foundation "Informational" mailings will continue through June, as we roll out the **Corporate Leadership Program** (see attached). This mailing is the second in a series of bi-monthly mailings to update corporations and foundations about the Museum's progress. The foundation mailings contained recent press clippings and membership & volunteer information. The corporate mailing introduced the **Corporate Leadership Program** and defined the benefits for joining.

The **Corporate Leadership Program** is designed to increase corporate Annual Fund giving and provide corporations with benefits for their executive leadership, employees and clients. The Corporate Leadership Program established giving levels range from \$1,000 to \$25,000. Custom programs can also be developed to allow corporations the opportunity to sponsor programs and events, as well as make philanthropic contributions. The date for the first Corporate Leaders Breakfast has been changed to November 17, 1999, 7:30am. The Corporate Leaders Breakfast is designed to introduce the Leadership program and to provide these valued corporate contacts an opportunity to explore the museum with their peers, and test the exhibits before the museum open for business that day.

Together with Membership a "Corporate Road Show" program was developed in response to several requests from corporations to learn more about the Nature Museum. The team visits various corporations to speak about the museum, its program and exhibits, membership, volunteers and matching gifts support for the CAS. Doug Taron Curator of Biology or Steve Courtney, Horticulturist present the "meat" of the presentation to speak about the Istock Butterfly Haven and the breeding program. Steve offers a presentation about planting butterfly gardens, the outdoor exhibit of the PNNM and urban gardening in general.

The Community Leaders Diversity Task Force met for its second meeting on April 7 to assist in the staff and leadership for the opening PNNM to be the most welcoming and diverse museum in Chicago. Dawn Miller and Jackie Williams met with Mr. Clarence Wood, President of Human Relations Foundation and the Chicago Commissioner on Human Rights to discuss diversity/sensitivity training for staff and volunteers. The Academy was invited and has accepted an invitation to serve as one of the sites for Unity Month. The Foundation's offer a month-long celebration of diversity in September entitled Unity Month. The reception will be a collaboration between the Academy and the Human Relations Foundation to preview the upcoming exhibit "A

*Question of Truth.*" The Question of Truth is the perfect exhibit to continue the work with the Diversity Task Force, the Human Relations Foundation and the museum.

As of June 4, 1999, \$1,223,207 has been raised toward the Annual Fund goal of \$602,000 for Fiscal Year 1999. Of that total, 69% (\$839,985) has been given by corporations and foundations.

Gifts this quarter include:

Duchossois Foundation	\$5,000
Comdisco	\$2,500
Shure Brothers	\$1,000

Proposals sent this quarter total \$381,000. Major proposals still pending include:

The Joyce Foundation	\$153,000	Community Leaders Diversity Task Force
The Pfizer Foundation	\$50,000	Public programming for Microbes Exhibit
Lloyd Fry Foundation	\$30,000	<i>Science Scene</i> renewal
NEC Technologies	\$95,000	In-Kind <i>Environmental Central</i>

<u>Name</u>	<u>Date Submitted</u>	<u>Project</u>	<u>\$ Requested</u>	<u>Status</u>	<u>Volunteer</u>
Comdisco	4/2/99	Annual Fund	\$3,000	\$2,500 5/28/99	
Duchossois Foundation	4/8/99	Annual Fund	\$5,000	\$5,000 4/27/99	P. Notebaert
Donaldson, Lufkin & Jenrette	4/13/99	Annual Fund	\$5,000		J. Istock
GATX	4/15/99	Annual Fund	\$7,500		
FMC Corporation	4/20/99 Inquiry	Annual Fund	\$5,000	Declined 5/12/99	L. Stahl
The Joyce Foundation	4/20/99	Community Leaders/Cultural Diversity	\$153,000		
Peoples Energy	4/22/99	Annual Fund	\$5,000		E. Neal
Blue Cross Blue Shield of IL	4/22/99	Annual Fund	\$5,000		
Nicor Gas	4/22/99	Annual Fund	\$5,000		
Dr. Scholl Foundation	5/13/99	Sci. Scene	\$7,500		
The Pfizer Foundation	5/14/99	Microbes Educational support	\$50,000		C. Silvester (staff)
Lloyd Fry Foundation	5/25/99	Sci Scene	\$30,000		
NEC Technologies	5/25/99	In-Kind Capital	\$95,000		
Northern Trust Company	6/1/99	Annual Fund	\$5,000		

## Individual Gifts

*Allyson Regnier, Director*

The month of April was devoted to the Butterfly Ball, particularly the raffle, which included entering all checks; filling out all raffle tickets; keeping track of the number of tickets sold, money raised, and updating Cindy Lenhardt on a weekly basis; and managing staff assigned to be raffle workers the night of the ball.

A total of \$19,900 was raised from the raffle.

Discussions of past strategies and development of new strategies of individual giving was pursued. As a result of these discussions, a detailed timeline/calendar for the Academy's individual giving program that covers this quarter and fiscal year 2000 was developed. The goal is to give the development team an overall picture of when mailings will be sent and when other types of individual cultivation activities (i.e. tours, dinners) may take place. In addition, Individual Gifts met with the CAS web-page designer to create the copy for the Annual Fund page for the new Academy web site.

### **Spring acquisition and renewal mailing**

In May, a spring acquisition and renewal mailing (*How to Build a Museum*) was sent to a total of 5,339 individuals. Of this, 5,003 of the names came from a rented list consisting of individuals living within the city of Chicago and who are members of the Nature Conservancy, the National Wildlife Foundation, or World Wildlife. The remaining 336 names came from the Academy's database and consisted of two groups: 1) individuals who have given to the Annual Fund in the past 3 fiscal years but not this fiscal year; and 2) individuals who gave \$100 or less to the Annual Fund this past fall.

An additional 115 pieces will be mailed out the week of June 7<sup>th</sup>. The individuals included in this group will be any Academy Family (minus Trustees and Butterfly Ball committee members), who have not yet given to the Annual Fund this fiscal year, if ever.

As of June 4, 1999, a total of \$4,811 has been raised from the spring mailing and \$7,100 has been raised from matching gifts and other individuals. Of the \$200,000 Annual Fund goal set for Individuals and Trustees, 57% (\$113,134) has been raised.

### **Kennicott Society Dinner**

The Academy's first Kennicott Society dinner was held on June 3, 1999. All Kennicott Society members from last fiscal year and this fiscal year were invited to enjoy a dinner at the museum, followed by a lecture given by Dr. William Cronon. The dinner, attended by 48 people, kicked off the "new" Kennicott Society, which has been restructured to renew the interest and involvement of current members and to attract new ones. The lecture was attended by an additional 25 people who were Academy staff; friends of Academy staff or EPA staff. Dr. Crone's speech was well received and helped make the evening a wonderful success.

### **New solicitation piece**

During May, Individual Gifts created a solicitation piece that is scheduled to go out at the start of the new fiscal year. It is called "*Come Watch Us Grow*" and focuses on giving opportunities that center around maintaining the outdoor exhibits of the museum. In conjunction with this piece, I also developed a "Guide to the Outdoor Exhibits" pamphlet. This will be sent to all members of

the Horticultural Society and be available at the museum for visitors to use as they walk the grounds of the museum.

## MARKETING

### Corporate Sponsorship

*Dawn Miller, Director*

#### **United Airlines (Pending final approval)**

United Airlines has given verbal approval (as of 6/3/99) for a two-year sponsorship of travel services and tickets for fundraising purposes valued at \$30,000. This names United Airlines, the Official Airline of the Peggy Notebaert Nature Museum.

#### **Nightlife**

A yearlong series of After Hours events the second Thursday of every month is taking shape. Negotiations are underway with XRT to serve as a media partner to promote and participate in the events. Chicago Magazine is providing an introduction to a beverage supplier to totally underwrite the bar. We looking to have printing & invitation design donated. Tiffany's and Lannon Communications are providing introductions to key retailers to be lead sponsors.

#### **Kid Test**

Q101 the Mix has been approached to serve as the Media Partner for "Kid Test the Peggy Notebaert Nature Museum" with Bill Nye the Science Guy. Requests for partners within retail and fast food are underway.

#### **Local Business Committee**

The Local Business Committee is hosting a luncheon June 17 with VIPs and members of the Lincoln Park Chamber of Commerce at the museum to unveil its fundraising project – a site monument at Fullerton and Stockton – to be installed in Earth Day 2000 next April 22. About 150 guests are expected.

#### **Pouring Rights for the Museum**

Coca-Cola is submitting a proposal for the pouring rights at the Peggy Notebaert Nature Museum that would include a partnership with Chicago Public Schools.

#### **Sears meeting**

D&M are meeting with Sears to propose "Sears Family Days" at the Nature Museum June 17. Discussed how to handle sending out memberships from the Butterfly Ball and how to work with Direct Response in the future for general museum memberships and renewals. Spied at Field Museum for Membership Opening ideas with Marketing team May 6

### Public Affairs

*Lisa McCornack Noland, Director*

Public Affairs worked closely with Lannon Communications on publicity for the Butterfly Ball. Press attending the event included *Chicago Tribune*, *Chicago Sun-Times*, *Chicago Social*, *Chicago Magazine*, *Chicago Daily Defender*, and *Skyline*. Covering the event but not in attendance was *Town & Country Magazine* and *Pioneer Press*. Significant coverage as of June 7, 1999 is attached.

There were several important press events hosted by the Academy in the spring:

The Education department's CAoS Club on-line program hosted an April Fool's Day press event with the Girl Scouts of Chicago. Press coverage included *Channel 2* and an article in the *Daily Herald* on computer technology in the science classroom.

The first butterfly was released into the Haven on April 26 to *Channel 2, WGN, the Chicago Tribune, and the Chicago Sun Times*. Judy Istock and Doug Taron were featured in all stories. The *Tribune* piece was followed-up on by *CNN*, who posted a butterfly story on their web page, and then by the *Washington Post*. The *Washington Post* piece led to another article in the *Orlando Sentinel*. Each noted the opening of the new museum in October.

CAS honored Jane Bushwaller as the Teacher of the Year in April. The event garnered coverage from the *Beverly Review*, the *Daily Southtown*, and *Channel 2*.

Education conducted a major butterfly release into the Haven on May 21. Students from Glenview who raised 100's of butterflies with the help of Academy staff released their butterflies into the haven for *Fox News, Channel 5*, and the *Associated Press*. The *Channel 5* crew followed the Academy to the Glenview classroom the following week to do an in-depth story on CAS's educational efforts. Academy staff was also interviewed by *WGN-AM* about the project.

On June 5, *CNN, Channel 2, and the City News Bureau* attended a check presentation ceremony with CAS, the Girl Scouts of Chicago, and the MacArthur Foundation. Mayor Daley attended as a special guest. The following Tuesday, *WGN* featured the Girl Scouts/CAS partnership on the morning news.

The *Chicago Tribune and Chicago Sun Times* interviewed May's Science Lecture Series Global Warming speaker on the greenhouse effect, and *Channel 11's Members Newsletter* posted the event in its "Happenings" section.

Significant articles from the above are attached.

Other notables:

- Doug Taron was interviewed by *WBBM-AM* about the Monarch Butterfly crisis.
- *WXRT-FM* announced the opening of the PNNM on air after a tour of the building.
- The *Sun-Times* interviewed and photographed the creator of "Metamorphosis," the PNNM cow for the city's Cows on Parade.
- Jennifer Blitz published an article in *Women in Science*
- The *Bozo Show* toured the Museum and committed to a show dedicated to the new Museum in October and a possible live appearance of Bozo on opening day.
- *Chicago Wilderness* and *The Reader* attended the Kennicott dinner and lecture for future stories on the nature/culture debate.
- Created a CAN-TV video about PNNM for continuous play on *Chicago Access Television*
- Toured the *New York Times* through PNNM
- Hosted a photo shoot for *Chicago Social Bridal Edition*

## Marketing Communications

Kathleen Berg, Director

### Advertising and Collateral

Marketing Communications is working closely with Turner ? Advertising Agency to provide a

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media plan for the launch and sustaining campaign for the museum. The campaign will launch in September and will include: transit, print, radio, and outdoor advertising where possible. Support this summer includes an on-site street banner campaign, a Volunteer Recruitment campaign, supplemented with PR stories such as the opening of the pathways, the Butter-Cow, and street fairs, festivals, and other community and neighborhood efforts.

Among the many new promotional collateral pieces in development: a new volunteer brochure and summer awareness campaign, a new membership brochure, and a general information museum brochure.

### **Media Planning**

Careful consideration has been given to providing the best media schedule for the lowest cost. Marketing Communications has been working since December to pull together a comprehensive list of the media that target our customers most effectively. The analysis has resulted in an integrated mix of media that will make the most of our advertising dollars. To best benefit from the advertising buys, we have enlisted the assistance of a professional radio media buyer and negotiator, Jill Levy. She will work closely with CAS and Turner ? Advertising to ensure the best radio placement and cooperative marketing programs are put together for the museum's launch and sustaining campaign. It was also determined that Turner ? Advertising would be responsible for the planning and placement of the print, transit, and outdoor advertising. Marketing Communications will work closely with Turner and Jill Levy to manage and execute this advertising and marketing campaign.

### **Kid-Test the Nature Museum with "Bill Nye the Science Guy" Promotion**

Bill Nye has been verbally secured for our "Kid-Test the Museum" event to take place on October 9, 1999. The event includes a one-month contest promotion and a one-day kid test event. Currently sponsorship for the event is being secured. The promotion will include P.O.S. and tearpad displays through the following outlets: Walgreen's/Osco, Dr.'s offices, WGN TV/Chicago Tribune. A print ad campaign will support the point of sale entries. Marketing Communications is working with Turner ? Advertising to create the look for the contest kiosks and ads.

### **Volunteer Recruitment and Museum Awareness Program**

To maximize the opportunity of the volunteer program, this summer we are taking advantage of the billboards that are located at the southeast and southwest corners of the museum site. We will be using them to (a) promote and chart the progress of the volunteer recruitment program, and (b) promote the opening of the Peggy Notebaert Nature Museum. Turner ? Advertising has created the volunteer recruitment print ad campaign, which will begin the beginning of June. Papers in which the ad will be running include: *Chicago Tribune*, *Exito*, *The Reader*, *River North News*, *North Loop News*, *Daily Defender*, and *Chicago Parent*. The on-site billboards will support the print creative concept. Also included in the campaign are volunteer open house postcards and possibly posters. The postcards will be made available through the Chicago Libraries, and dropped to select corporations through interoffice mail. Posters will be available for display in corporate lunchrooms, and also displayed in the windows at 2060 as well as at the museum. A radio support program is also being evaluated. (see A)

### **Street Banners**

Banners to be installed at the beginning of July.

### **Pfizer/Microbes**



A preliminary media plan has been developed and presented to Pfizer for their approval. The plan includes a multi-media campaign that will launch immediately following the Sara Lee Grand Opening weekend. Marketing Communications is working with Turner Advertising and Jill Levy to determine an effective and creative campaign.

#### **CAS/ICASL Science Lecture Series**

The final lecture in the Frontiers of Science Lectures in the series takes place on June 17. All lectures are supported by radio advertising on WBEZ and WBBM. An invitation/brochure was mailed prior to the first lecture for the series of five, and follow-up reminder postcards are sent prior to each remaining lecture.

#### **Facility Planning Program**

Two print advertisements for the Museum's Facility Rental Program have been designed in house for two publications: *Weddingbells Magazine*, and the annual resource guide for event planners, *Agenda Chicago*. The *Agenda Chicago* guide will be out in July, and the *Weddingbells* issue will be out in the late summer or early fall. A brochure for the facility rental service is also slated for development. (see B)

#### **Check-Us-Out Library Program**

Marketing Communications and Volunteer Services met with the Special Projects Manager at the Chicago Public Library to discuss partnership opportunities in the coming months prior to and after the grand opening of the museum. Partnerships discussed include: Website linking, Kid-Test promotion venue, brochure distribution. Also arranged is the Check-Us-Out window display for the Peggy Notebaert Nature Museum from October to January.

#### **Kennicott Society Brochure & Dinner Invitation**

A special brochure has been developed for current and potential Kennicott Society members that depicts the spirit and the prestige of this very special group of individuals. A dinner invitation has also been designed that carries the creative of the brochure. The speaker for the Kennicott Dinner is William Cronon, a professor in environmental history at the University of Wisconsin. (see C)

#### **Promotional Merchandise**

Sharprint, a promotional merchandise company, will out-source low to medium-end promotional merchandise that Membership and the summer public awareness and community building program can use. Another promotional vendor has been contacted to price exclusive butterfly visors to be used as give-a-way items on-site, and at local beaches, street fairs and festivals this summer. Marketing Communications has also provided the Volunteer Program with merchandise information to support the volunteer recruitment program. (see D)

#### **Summer Camp**

Marketing Communications is working with the Education Department to execute and distribute a postcard mailing to Academy members for the Summer Camp collaborative program between the Lincoln Park Zoo, the Chicago Historical Society, and the Academy. Kathleen has also arranged for the Summer Camp ad to be included in the *Summer '99 Activity Guide* published by *Inside News*. The activity guide is inserted into all *Inside* publications, and is also distributed to hotels. There will be a late May and late June distribution. (see E)

#### **National Scientific Literacy Day**

Beginning Oct. 22, 2000, the anniversary of the opening date of the PNNM will be known as National Scientific Literacy Day. (see F)

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## Membership

*Marilyn Cahill, Director*

As a thank you, almost 400 "Family & Friends" memberships were mailed to those who attended the April 30<sup>th</sup> Butterfly Ball. Charter membership cards were sent with a letter from chairman David Voss.

### **New Member membership solicitation**

The spring New Member membership solicitation netted over 500 members or a 1% return. These Charter members each received the new Peggy Notebaert Nature Museum membership cards that featured an aerial view of the new museum building.

### **Garden consultation**

Everyone at the Flower & Garden Show who became a member of the Museum was eligible to enter the contest to win a free garden consultation with Museum horticulturist, Steve Courtney. This year's winner, from Geneva Illinois, will meet with Steve on June 9 at her home.

### **"Cows on Parade"**

The Chicago Department of Cultural Affairs is sponsoring "Cows on Parade," a summer public art exhibition. Over 300 fiberglass cows, crafted by artists and artisans, will be placed on Michigan Avenue and other downtown locations. The Nature Museum's cow, titled "Metamorphosis," is varnished with a gold patina and sculpted with fiberglass butterfly wings.

### **Behind the scenes**

On the evenings of July 28 & 29, members will be invited to tour the Museum to get a behind the scenes look at the building progress to date. Light refreshments will be served and staff members of the Exhibition Dept., as well as the Development and Marketing staff and other key staff people, will be available to lead tours and answer questions.

### **Academy Council**

The Academy Council held their Annual Meeting at the Museum on Wednesday, June 2. For the first time, the Council adopted by-laws and elected a slate of officers.

### **Family Brunch**

Plans are moving ahead for the Council's fundraising Family Brunch on October 17. Committee members have already solicited and received gifts for the silent auction. The committee anticipates 350 attendees at the event.

## Special Events and Member Relations

*Danielle Endrizzi, Manager*

### **Auxiliary Board**

#### **Casual for a Cause Day**

Casual for a Cause Day took place at Edelman Public Relations on April 9. Wendy Tarzian spearheaded this project which raised over \$400 for *CAoS Club*. This generated interest among other members to bring this concept to their corporations. Doug Widener will give a presentation on *CAoS Club* for members to suggest ways for the Auxiliary Board to get more involved by at the June meeting.

#### **April Meeting April 12**

Officer Elections were held and we spoke of the Auxiliary Board's involvement in Street Festivals. Discussions turned to the Butterfly Ball; Lew, Colin and David Voss all thanked the group for their commitments and enthusiasm.

The Executive Committee Meeting was held April 20.

#### **May Meeting May 10**

The Auxiliary Board discussed summer street festivals and possible use of a Rain Room (water misting tent) to create a different and enticing "environment" that would attract an audience for the Auxiliary Board. Proposal to purchase the Rain Room will go to Colin a.s.a.p. The group started to plan a Membership Cultivation reception, tentatively scheduled for September 9, and discussed chair naming fundraiser plan.

The June Meeting was held June 7.

#### **Nightlife**

Events committee meeting: April 8, May 18. Subcommittees for events were created logo design, entertainment recruitment, and possible corporate sponsors were discussed.

During a meeting with WXRT May 14, a partnership was suggested between CAS's Nightlife event and WXRT. WXRT is a very interested candidate. They see Nightlife's perspective audience as their ideal market. They have a very diverse listenership and want to work on various projects in addition to Nightlife.

Met with Hot Stamp post card company May 12 to discuss creating invitations for Nightlife and reminder postcards. Talked about design, cost and budget. Secured a lower cost for these cards because we are a non for profit and would be a new project for Hot Stamp.

Met with Michael Christ and Carrie Lannon to discuss possible retail collaborators and sponsors for Nightlife.

#### **Butterfly Ball**

The entire month of April was dedicated to working on the Butterfly Ball. Responsibilities included entering all guests into special events system, acquiring all addresses for complimentary memberships, and keeping track of seating preferences. Attended all seating committee and ball committee meetings and managed sending acknowledgement letters to all ticket purchasers. Coordinated with the calligrapher to create the place cards and was responsible for check in and overall event management the day of the ball.

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**Kennicott Dinner**

Served as the liaison between Individual Gifts and vendors. Was present at the dinner to check in and oversee caterers, delivery and check in.

**Academy Council**

Attended Events Committee meeting May 5 and June 2 to continue planning Oct. 17 brunch. Discussed invitation design and mailing list cleanup. Also talked about entertainment and Raffle prizes

**Other notables:**

Run for the Zoo June 6: coordinated with Chicago Special Events Management and The Lincoln Park Zoo to install tents for runner registration on our property at the corner of Cannon and Fullerton.

Lincoln Park Chamber of Commerce Luncheon June 17: working with LPCC and caterer, florist and internal staff for luncheon plans, helped design and print invitation and managed mailing. Will be present day of event to oversee catering, deliveries, check in and tour flow.

Met with Alderman Vi Daley June 3 to discuss opening weekend events. Discussed permits needed and she stressed inviting the local residents to part of opening weekend.

###

# CHICAGO ACADEMY OF SCIENCES

\$31.25 MILLION PROJECT \$21.25 MILLION CAMPAIGN GOAL

June 4, 1999

## CAMPAIGN EXPENDITURES BY PURPOSE

	GOAL	AMOUNT COMMITTED	AMOUNT RECEIVED *	% OF GOAL COMMITTED	REMAINING TO RAISE
New Museum Project	\$28,250,000	\$26,652,294	\$11,973,872	94%	\$1,597,706
Endowment *	\$1,000,000	\$750,000	\$0	75%	\$250,000
Annual Fund (FY98 - FY2000)	\$2,000,000	\$1,726,103	\$1,116,882	86%	\$273,897
<b>Total</b>	<b>\$31,250,000</b>	<b>\$29,128,397</b>	<b>\$13,090,754</b>	<b>93%</b>	<b>\$2,121,603</b>

## CAMPAIGN REVENUES BY SOURCE

	GOAL	NUMBER OF GIFTS	AMOUNT COMMITTED	AMOUNT RECEIVED *	% OF GOAL COMMITTED	REMAINING TO RAISE
Chicago Park District	\$10,000,000	1	\$9,629,000	\$6,257,520	96%	\$371,000
Academy Family ^	\$7,750,000	64	\$8,236,218	\$1,902,329	106%	(\$486,218)
Other Individuals	\$2,000,000	163	\$942,953	\$860,466	47%	\$1,057,047
Corporations & Their Foundations	\$3,000,000	40	\$2,828,500	\$1,470,500	94%	\$171,500
Foundations * ♦	\$5,500,000	17	\$3,961,788	\$1,409,878	72%	\$1,538,212
Government (non-CPO) ~	\$1,000,000	2	\$1,803,835	\$73,179	180%	(\$803,835)
Annual Fund (FY98 - FY2000) **	\$2,000,000	NA	\$1,726,103	\$1,116,882	86%	\$273,897
<b>Total</b>	<b>\$31,250,000</b>	<b>287</b>	<b>\$29,128,397</b>	<b>\$13,090,754</b>	<b>93%</b>	<b>\$2,121,603</b>

^ The Academy Family is defined here as Current, Former, and Honorary Trustees; Scientific Governors; Auxiliary Board; Academy Council; and CAS staff.

~ Assumes \$330,000 per year funding from State of Illinois for FY 99 through 2003

\* The Chicago Community Trust has established a \$750,000 endowment which they will manage. The interest generated by this endowment will be contributed to the Academy on an annual basis after five years.

♦ \$1,500,000 challenge grant from The Kresge Foundation included in full.

\*\* FY 98 Annual Fund Total Committed \$502,896

**CHICAGO ACADEMY OF SCIENCES**  
**General Operating Support Financial Report**  
**Fiscal Year 1999**  
**(7/1/98 – 6/4/99)**

<b>Donor Category</b>	<b>FY 1999 Goals</b>	<b>Gifts/Pledges Received</b>	<b>Cash Collected</b>
<b>Individuals</b> (Includes Academy Council, Auxiliary Board, Civic Leadership Committee, and Staff Members)	\$125,000	\$82,710	\$82,710
<b>Trustees/VIPs</b> (Includes Former Trustees, Honorary Trustees, and Scientific Governors)	\$75,000	\$30,424	\$33,674
<b>Foundations</b>	\$290,000	\$713,250	\$422,250
<b>Corporations</b>	\$112,000	\$126,735	\$151,275
<b>Government</b> (City, State, Federal)	0	\$270,088	\$3,000
<b>TOTAL GIFTS</b>	<b>\$602,000</b>	<b>\$1,223,207</b>	<b>\$692,909</b>

**Major Corporate, Foundation, Government Gifts**

The John D. and Catherine T. MacArthur Foundation	\$216,000
State of Illinois	\$190,538
Gaylord and Dorothy Donnelley Foundation	\$150,000
Polk Bros. Foundation	\$150,000
Chicago Community Trust	\$ 50,000
Elizabeth Morse Genius Foundation	\$ 50,000
Pfizer Foundation	\$ 50,000
NEC Foundation of America	\$ 40,000
Illinois/Indiana Sea Grant	\$ 25,000
Illinois Conservation Foundation	\$ 25,000
U.S.EPA	\$ 24,550

**CHICAGO ACADEMY OF SCIENCES  
PEGGY NOTEBAERT NATURE MUSEUM  
MAJOR EVENTS**

<u>ITEM</u>	<u>DATE</u>
Cows On Parade	June 15-October 31
Fiesta Puertoriquenas (Volunteer Dept)	June 15-20
Taste Of Chicago (Friday only)	July 2
Kwanzaa Summer Festival (Volunteer Dept)	July 4
Chinatown Summer Fair (Volunteer Dept)	July 18
Dearborn Garden Walk (Volunteer Dept)	July 18
Sheffield Garden Walk (Volunteer Dept)	July 18-19
National Governor's Association Educational Summit (Education Dept)	July 19
Taste of Lincoln Ave (Volunteer Dept)	July 24-25
Members Previews	July 28-29
Fiesta Del Sol (Volunteer Dept)	July 29-31
Oz Fest	July 30-August 1

ITEM	DATE
Summer Fest West (Volunteer Dept)	August 7-8
Rock The River (Volunteer Dept, Ed Dept)	August 13-14
Chicago No Crime Day (Volunteer Dept)	August 21
Membership Mailing Layout/Design-Turner Concept - June Produce - July	August
Nature Revisited @ CAF	August 12-October 15
Unity Month Event	September
Taste of Polonia (Volunteer Dept)	September 2-6
Know Your Chicago Tour	September 21, 22
Sears Young Inventors Awards Exhibition and Luncheon	September 24
United States Postal Service Stamp Unveiling	October 2
Pfizer/Microbes Press Conference	October 15
Academy Council Brunch	October 17
Pfizer/Microbes Cocktail Party	October 20
Ribbon-cutting Ceremony – AM	October 21
Sara Lee Weekend Host Committee Dinner	October 21



ITEM	DATE
Kid-Test (10am-2pm)	October 22
Member's Preview & Academy Family Night (6-10pm)	October 22
Pfizer/Microbes Exhibition	October 22 – January 1
Saturday Grand Opening Weekend (10-6) Girl Scout Overnight/Event	October 23
Sunday Grand Opening Weekend (10-6) (LaSalle Marathon passed by 10:30/11am)	October 24
Rita Coldwell/National Science Foundation Reception for Scientific Community	October 27
Breakfast with the Butterflies First Friday, November – May Invites Concept August Invites Produce September	November 5
Nightlife (6-9 or 10pm) Monthly, 2 <sup>nd</sup> Thursday	November 11
Kennicott Birthday Celebration	November 13
Corporate Partners Breakfast	November 17
A Question of Truth Members Preview	January 2000

## **FACILITIES AND ADMINISTRATION COMMITTEE MINUTES**

**June 16, 1999**

Attendees: David Voss, Tom Cox, Al Pick (Chair), Lew Crampton, Bill Haase, Sheila McCaskill, and Colin Silvester.

### **Media Central**

Higher power capacity will be installed to accommodate the electrical demands of the extra computers. In addition, the HVAC system will be upgraded to accommodate the increased cooling demands for the computers housed in this space. It was determined that the compressor would be located on the museum roof, rather than in ground, due to space requirements and higher cost of in-ground installation. Projected cost: \$75,000.

### **Museum Nameplate**

Colin reported that this project had been delayed from June 1999 to the end of July. Two masonry walls at Fullerton and Cannon are being built by the City to serve as the main museum nameplates at no cost to CAS.

### **Carpeting**

Bill reported that a carpeting schedule has been established, with installation June through September. Initial installation is for the Weather Gallery and Auditorium prior to the Plotnick wedding, beginning June 28, 1999. Projected cost: \$70,000.

### **Auditorium**

Bill reported that the Audio/Visual system is expected to be installed in the Auditorium and operative by September 1, 1999. Midwest Visual is the vendor. The system will not presently accommodate teleconferencing, which is available at an additional \$40,000 - \$50,000, but the infrastructure is in place to accommodate this upgrade at later date. Projected cost: \$100,000.

### **Railing Design - Safety**

Colin reported on the status of possible design issues associated with the railings throughout the museum. A possible solution is to extend the handrail 6" - 8" from the vertical and to weld it to the railings. Estimates for project is \$100 per linear foot, with 600 feet of railings. Safety inspections by our insurance carrier and city's police department resulted in neither considering the railings a high risk safety issue. Perkins & Will confirmed that the railings are in compliance with city building codes.

**X The Committee decision was not to pursue this preliminary solution because we were not convinced that such solution would remove the original risk. The staff will continue to address identified higher risk areas.**

## **Butterfly Café**

Colin reported that initial quotes for the build-out of the café have been received from both Turner and Walsh. The revised specification is for an all electric kitchen, which is less costly than gas. There will be minimal cooking in the space, with most food only being warmed. Sufficient HVAC capacity is available for the seating area, but not for the kitchen area. Jim Boardman, President of TasteAmerica, said that air conditioning not a requirement for kitchen, and actually prefers not to have it installed. Projected budget is \$275,000, including fixtures which have been provided for in the Furniture & Fittings budget at \$75,000. External furniture for the patio will not be purchased until the Spring 2000. Projected cost: \$275,000.

## **Landscaping**

McHugh Construction has not brought to closure the restoration of grounds at the north end of building. They have been non-responsive to completion of several punchlist items, despite withholding of contingency funds. At this time the Academy is holding \$350,000 due to McHugh until satisfactory resolution of these issues has been achieved.

The committee directed that CAS seek legal counsel if such resolution is not forthcoming in the near future.

## **Parking and Transportation**

Colin reported that meeting in June between CTA and CAS representatives resulted in the following considerations:

- 1) CTA is contemplating changing the #151 bus stop on Stockton Drive from south of Fullerton to north side of Fullerton, and are exploring the creation of a new recessed bus stop immediately adjacent to the southwest corner of the PNNM site. This should eliminate right turn traffic build-up during bus stop at Fullerton.
- 2) Extend the Belmont bus down Sheridan to Cannon Drive, and use PNNM turn-around area for the bus terminus. The bus masthead would probably have the museum as final destination. The CTA are conducting ongoing research on both of these concepts.

CAS is exploring with the CPkD the possible use of available parking spaces in Diversey Harbor south lot. We are undertaking an informal study by counting the cars in the lot during the week and weekends. As of the meeting a maximum of 15 cars have been parked during the week.

## **Gift Store Strategy**

Sheila reported on the selection of Eastern National as the managing company for the museum store. A management oversight committee has been established with representatives from each department of CAS staff, Jim Lowers from Tiffany's, and Marija Raudys, Executive Director of Retail Marketing from Art Institute. The next meeting with Eastern National and the committee is scheduled for June 23, 1999 when the preliminary store design and project schedule will be discussed.

Our contract with Eastern National specifies that they will provide both store design, fixtures, and initial inventory purchasing at their expense.

## **Furniture Plan**

Bill reported that furniture has been ordered. Tables are scheduled for delivery in July, Chairs (Banquet and Facility Rental) are scheduled for August delivery. The furniture plan for the office spaces is in development, with purchase projections for high end used furniture or mid-range new furniture.

## **Museum Operations**

Sheila reported on the status of the volunteer function. Approximately 70 volunteers have been recruited to date. The recruitment activities from June through August include community festivals and fairs. The (12) week volunteer training program begins July 15<sup>th</sup>, and will run through October.

Admissions software programs are under evaluation. Installation and training is scheduled for September. Customer Service training for all museum staff is scheduled for September. We will approach Nordstrom to facilitate the customer training service training program because of their reputation for outstanding customer relations. Lew suggested that we might want to include all CAS staff in this training.

## **Cost Estimates**

All projects reviewed during the meeting remain within established budget of \$33.2 million. It was suggested that Kresge may want to disallow some of the government source revenues pledged to CAS as part of the capital campaign. Therefore, it was recommended that we may want to raise an additional \$1 million as a security blanket to insure that we fully comply with the Kresge challenge.

## **Other Business**

Colin reported that all CAS staff will be enrolled pro bono as members of CAS, effective July 1, 1999. Membership cards will be issued. Employees will be advised that they may increase membership level through additional contributions should they desire.

This was the last committee in which David Voss will participate as Chairman of the Board of Trustees. He thanked all for their support and contributions to the committees, and to the Academy.

Meeting adjourned at 9:50 a.m.

# CHICAGO ACADEMY OF SCIENCES

June 23, 1999

To: Trustees and Staff

Fr: Lew Crampton

I urge you to read this recent review by Blair Kamin, the *Tribune's* architectural critic. Not only does it describe several shortcomings inherent in the offering of one of our competitors in this region, but it points out precisely what we must do to build – and retain – strong audiences. To succeed, we will have to become a “special place.” We will do that by offering the public something **real** – something that touches their hearts and minds in ways that other places can't duplicate.

Read the last two paragraphs of this review and you will understand what we must do to succeed.

# Tempo

TUESDAY, JUNE 22, 1999 ■ SECTION 5

TODAY IN  
1870

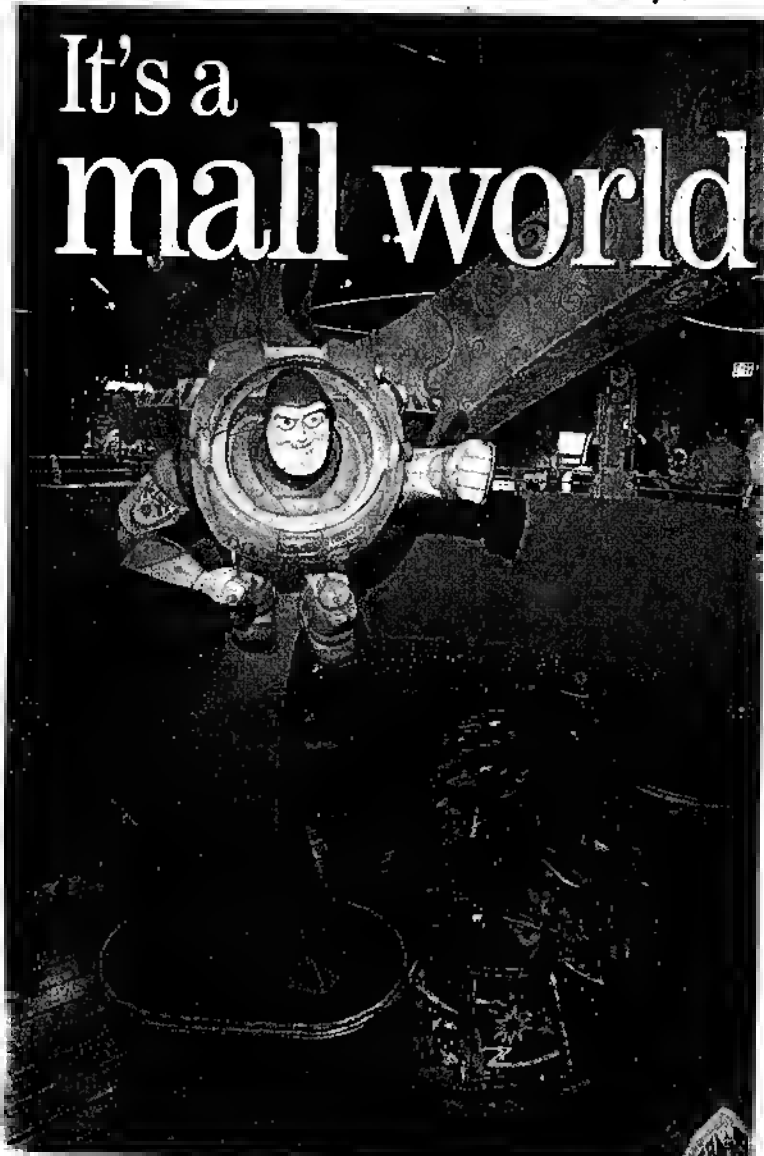
The U.S. Department of Justice, headed by the attorney general, was established. Prior to 1870, the attorney general was simply a member of the president's Cabinet.

Sources: Chase's Calendar

D

## At Disney's new theme park,

## It's a mall world



## after all

By Blair Kamin  
TRIBUNE ARCHITECTURE CRITIC

**I**s it ridiculous to take an indoor theme park seriously as design? Not when a curving wall of glass materializes at the corner of Ohio and Rush Streets in downtown Chicago, complete with a set of mouse ears nearly five stories tall.

Every urban building, no matter how frivolous its function, has a responsibility to be a good neighbor. In that respect, the new DisneyQuest offers few reasons to set off fireworks at Sleeping Beauty's Castle — or at Navy Pier, for that matter.

To be sure, this is not an overwhelmingly glitzy, garish building. Yet apart from that wonderfully whimsical mouse, it commits the unpardonable sin (especially in Disneydom) of being a visual bore. Much of its exterior is a blank-walled concrete box that could double for a Schaumburg mall. There are broomstick-riding witches who are more huggable.

The interior is much better, its four main entertainment areas showing off Disney's characteristic flair and attention to detail. The company appears to have gone all out, stocking DisneyQuest with such high-priced thrill-inducers as a rollercoaster ride based on an F-14 flight simulator. Yet the attention and resources lavished on the inside raise the question of why the outside of this building — all of it, not just the fanciful entrance — doesn't make a more positive contribution to the cityscape.

DisneyQuest's significance reaches far beyond Chicago. It is the Walt Disney Co.'s first indoor

SEE DISNEY, PAGE 5

### Inside and out:

Far more resources were lavished on the interior of the DisneyQuest building, including this futuristic bumper car game, than on the exterior — which, apart from a whimsical glass facade on Ohio Street (above right), is a dismally dull concrete box.

Tribune photos by Chris Walker

# Disney

CONTINUED FROM PAGE 1

theme park in a major U.S. city (the original DisneyQuest is in downtown Orlando), and the company wants to open as many as 30 of these attractions worldwide. That presents a major challenge because DisneyQuest differs in crucial ways from the company's well-known American theme parks, Disneyland and Walt Disney World.

The DisneyQuests will be indoors rather than outdoors, and they will be far smaller than the sprawling theme parks. As a result, they run the risk of seeming dark and claustrophobic. In addition, they're not self-contained islands cut off from the outside world. They must fit mouse-cheek by jowl alongside existing buildings and all of their grubby, non-Disneyesque reality.

The Chicago DisneyQuest reveals the tensions inherent in the formula.

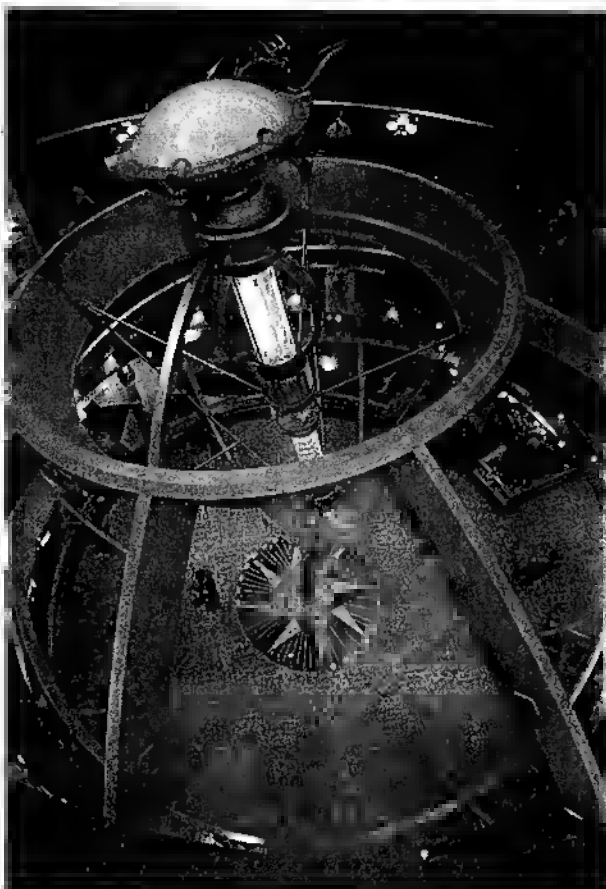
A five-story box running parallel to Rush Street, it is a small but high-profile chunk of a hotel, office and entertainment high-rise designed by Chicago architects Harry Weese Associates and the California firm of Gensler. Walt Disney Imagineering, led by former Chicagoan Laurence Gertz, was responsible for the interior of DisneyQuest as well as the building's glassy facade.

The 19-story high-rise is itself part of the John Buck Co.'s North Bridge, a nine-block development still under construction immediately to the west of North Michigan Avenue. A more extensive evaluation of North Bridge, which includes a Nordstrom store, must wait until other portions of the development are complete. But DisneyQuest offers several signals of what the project's impact on the city will be — and not all of them are cause for celebration.

Commanding the southwest corner of the intersection of Rush and Ohio Streets, DisneyQuest is as much a sign as a building. Its curving wall of turquoise-colored glass, emblazoned with stylized mouse ears, is meant to attract the gaze of the Michigan Avenue pedestrian as well as the driver coming off the expressway on Ohio Street.

To create further visual interest, the back of the glass has been painted with an iridescent finish that creates constantly varying hues of blue and green. The mouse ears are fashioned from scores of acrylic squares — purple, blue and other colors — that have a texture comparable to a snake's skin. Noting the swirling energy of the entire mouse design, the Disney people call it "Hurricane Mickey."

This part of the exterior succeeds, even if it resembles a bathroom air freshener. It's graphic design, not architecture — done in two dimensions rather than three — but so what? The mouse ears are witty and energetic, suggesting the action within. Compared with the hideous ersatz frogs atop the nearby Rainforest



A huge gold dome tops the rotunda inside new DisneyQuest at Rush and Ohio Streets.

**The ground-floor lobby, with busts of Disney characters placed atop columns, is a witty essay in postmodernism. It leads to two of the coolest elevators on the planet.**

Cafe, the building is a model of tasteful understatement.

Sadly, though, the rest of DisneyQuest's exterior has been treated with considerably less care. Along Grand Avenue and a part of Rush Street, the face the building presents to the street is faceless — panels of tight-brown precast concrete that extend the visual banality of the despoiled Chicago Marriott Hotel one block westward. And it's a lot of concrete; these walls are 100 feet tall.

The architects at Weese Associates have tried to liven things up, articulating the surfaces of the panels with vertical and horizontal lines. The concrete also is relieved somewhat by street-level store windows and a large (but opaque) display window above. But the result remains dismal. If the glassy Ohio Street entrance is clearly meant to be an inviting front, Grand Avenue is just as plainly the back alley.

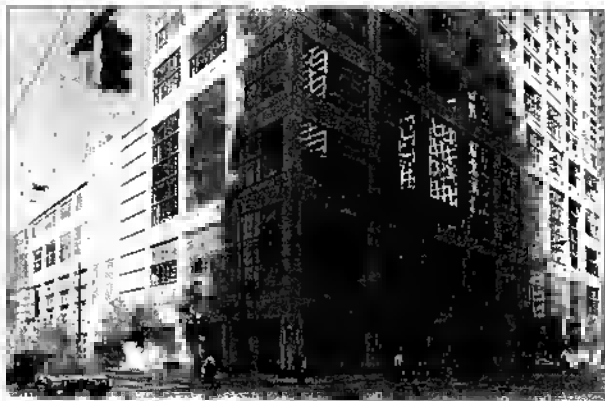
Irrespective of who deserves the blame — Disney, for insisting on a "black box" interior without windows; the Buck Company, for

not buying better materials; and Weese Associates, for not coming up with a more creative design — the result is not encouraging.

North Bridge is emerging as a new urban district in Chicago, a major link between River North and North Michigan Avenue. People will be walking its sidewalks — all of them, not just those lined with entertainment attractions. The simple truth is that these pedestrians deserve better architecture than a sheer-walled concrete canyon.

Step inside DisneyQuest, however, and such troubling issues quickly fade. That's the idea, of course — to leave the real world behind. And the Disney Imagineers have achieved it in style.

The ground-floor lobby, with busts of Disney characters placed atop columns, is a witty essay in postmodernism. It leads to two of the coolest elevators on the planet; they feature three-dimensional video walls onto which are projected the image of the genie in Disney's "Aladdin." As the elevators lift off, you feel their floors



The Grand Street side of DisneyQuest is clearly its back alley, with a huge blank wall.

rumble and lights in the ceiling flash. The faux rocket ride takes just 36 seconds, but it creates the illusion of transporting you to another realm — a nifty piece of stagecraft.

Exit the elevators and you stand in something called the VenturePort, a three-story space with a soaring, gold-colored internal structure based on an old astronomical device. Its curving columns and rings, along with a purple ceiling, yellow stars and some neon-lit, Jules Verne-type gadgets, nicely establish the idea that you're on a quest.

Like Disney's Main Street, U.S.A., the VenturePort is a crossroads that orients visitors and directs them to the four different entertainment zones: Explore, Replay, Score and Create. There are witty portals to the zones; the one for Explore consists of a huge tiger's mouth (two of its oversized teeth rise right out of the floor). Beyond that, the VenturePort establishes that, like Disneyland, DisneyQuest is a collection of different places in a single setting — in this case, under a single roof. And, as at Disneyland, if you don't like one, you just move to another.

The zones are designed with varying degrees of success. The Replay area, with its futuristic bumper-car games, is a creative reinterpretation of Jetsons-era futurism. Like the Create zone, where you can design your own rollercoaster ride on a computer and then hop in a flight simulator, it's sunny and upbeat.

The Explore and Score areas are darker and colder. Explore, which features a virtual cruise down a roaring river, is the least successful of the zones, its fake rocks and vines resembling a bad museum exhibit. Score, a towering three-story space of stairs and bridges, is better, realizing a comic-book version of a "Blade Runner"-like metropolis. Such big, multi-story spaces prevent DisneyQuest from feeling closed-in and help make it more than just a glorified arcade.

For all the wizardry, however, something is missing.

The late architect Charles Moore once observed that at Disneyland, people have "a sense of being somewhere and of being

someone special, of being not merely celebrants at a real affair but also the objects of celebration. On top of that, you can't help feeling important when you are being greeted by Mickey Mouse and Donald Duck and Goofy, all of them large and gorgeous and very friendly."

At DisneyQuest, that spirit of being someone special — and of being in a special place with a sense of community, however contrived — is largely absent. It's not just because there are no larger-than-life cartoon characters welcoming visitors. The theme park's communal areas are more crossroads than gathering places. And though some games encourage people who come to DisneyQuest separately to interact, their experience is more competitive than shared — the difference between a shoot-'em-up video game and a parade down Main Street, U.S.A.

In a way, the lack of community inside mirrors the anti-urban quality of the outside, where it seems you're expected to drive in from the expressway, spot the big mouse, park and rush inside as you would at a mall. Hurricane Mickey and friends still have some lessons to learn about being good neighbors.

# The Visitor Experience

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## A. General Visitor Checklist

Families (multi-generational)  
Casual adults

## B. Group Visit Checklist

School (youth) groups  
Adult and seniors groups

## C. Tools necessary to provide the optimal visitor experience

- The Visitor Experience must be a priority from the top down
- Visitor service is central to a positive experience
- "The front line is the bottom line"
- How we treat our staff will be reflected on how we treat our visitors
- Once open, many institutions have found that 25% of our efforts will remain building programs, exhibits and volunteer resources, while the other 75% will be managing the visitors and their needs
- We must create a "special place" that is real to visitors



## A. General Visitor Checklist

### Wayfinding, Orientation, and Interpretation

1. What expectations did we create for the visitor prior to their visit and did we strive to meet those expectations?

- ☐ We have communicated the mission/experience of the Museum in print, ads, etc.
- ☐ We have made it clear how to have "the fun of getting here"
- ☐ We have provided clear options/alternatives for visitor parking at the Museum
- ☐ We have an individual dedicated to answering visitor questions by phone to help them get here
- ☐ Our staff and volunteers will be trained to handle a tired and frustrated visitor in the event that they did NOT have "fun" getting here
- ☐ The entrance to our Museum is clearly marked in front and with directional signs to find it from surrounding areas
- ☐ We have a collections and education plan to handle the expectation of "Put science into the hands of every kid you know" and "please touch"
- ☐ If we reach out to invite diverse audiences (of varying age, ethnicity, and socio-economic status) to the Museum, they will feel welcome, represented, and have an experience that meets their needs or interests
- ☐ As the Nature Museum we have considered every aspect of how be considerate to the environment and display this behavior to our visitors
- ☐ Staff and volunteers understand and can communicate where funding for the Museum comes from

2. Upon arrival to the site, are visitors able to learn enough about the Museum to plan their visit?

- ☐ We have outlined what there is to see and do in the Museum
- ☐ We have made visitors aware of the places available to eat and relax in the Museum
- ☐ We have provided a person outdoors (weather permitting) to answer visitor questions and increase visibility – even providing a free activities related to the outdoor exhibits
- ☐ Membership desk and gift shop is accessible to paying and non-paying visitors
- ☐ Staff is present to answer "pre-admissions desk" questions and control traffic to gift shop and into exhibits

3. Once a visitor decides to purchases tickets...

- ☐ The admissions desk is in an appropriate location to efficiently service visitors and promote traffic flow
- ☐ Additional information (or display) about temporary exhibit is available in Lobby to help visitor determine if they want to purchase the experience
- ☐ Signs are clearly posted outlining prices and procedures for admissions, temporary exhibit, Butterfly Haven, and audio tour
- ☐ We have given the visitor a sense for how long their visit will take them

## **A.** General Visitor Checklist

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4. Are visitors made aware of the services, comfort features, and programs available to help them plan their visit?

- ☐ We have provided a wheelchair check-out
- ☐ We have provided a stroller check-out
- ☐ We have provided a Museum map indicating places to get food and beverage, gather, and plan RESTROOM breaks
- ☐ We have outlined the exhibits and what audiences they are designed for (ages)?
- ☐ We have clearly posted programs available for the day
- ☐ We have offered the option of an audio tour
- ☐ We have offered foreign language accommodations (print, audio, other?)
- ☐ We have offered accessibility accommodations (ADA requirements)
- ☐ The gift shop is clearly marked and accessible to paying and non-paying visitors

5. Are visitor "concerns" anticipated and planned for?

- ☐ There are printed maps or hand outs that help visitors to plan their visit and find their way
- ☐ We have provided a practical method for visitors to keep track of timed entry, temporary exhibit admission, and re-entry to Museum from café, ravine, weather lab patio, or outdoor exhibits
- ☐ Design features help visitors navigate through the Museum and exhibits
- ☐ There are directional signs ("You Are Here" Maps and in corridors)
- ☐ We have made a policy for stroller use/storage at the entrance to Butterfly Haven
- ☐ We have provided the opportunity to purchase admission at the Butterfly Café if entering from the park
- ☐ There are enough guards or volunteers available to help in emergencies or direct lost visitors
- ☐ Spaces that are inaccessible to visitors are clearly marked with signs/symbols
- ☐ Elevator use to third floor is somehow controlled and signs outside elevator on the second floor direct them to exhibit area

6. Are visitors provided with sufficient opportunities to learn?

- ☐ Exhibits and interpretation attract and hold the visitor's attention
- ☐ Docents initiate conversations to reinforce CAS learning philosophy
- ☐ Marketing, exhibits, and education all communicate a unified message (mission)
- ☐ Additional resources or printed materials are made available as extended learning resources
- ☐ Courses or programs are offered for ongoing learning for all audiences
- ☐ Membership, volunteer opportunities, and social events are clearly promoted to visitors

**A. General Visitor Checklist**

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7. Upon leaving, what does the visitor take with them (in hand or heart) that invites them back?
- ☐ All staff and volunteers verbally thank visitors for coming and personally invite them to return
  - ☐ We have a comment form that encourages feedback from visitors
  - ☐ We have a system for staff and volunteers to follow-up with visitor questions and concerns
  - ☐ Visitors can take a printed calendar or Museum Programs brochure to inform them of future program opportunities and visitor events
  - ☐ We have provided an opportunity for visitors to take a picture that will remind them of their visit to the Peggy Notebaert Nature Museum
  - ☐ We have encouraged a visit to the gift shop by relating programs to items that can be bought in the shop

## **B.** Group Visit Checklist

Wayfinding, Orientation, and Interpretation

1. What expectations did we create for the group visit and did we strive to meet those expectations?

- ☐ We have provided a clear registration brochure outlining the experiences available to groups and age appropriateness
- ☐ We created a schedule for when groups can begin to register and visit the Museum
- ☐ We have determined the number of school groups that the Museum facilities and staff can manage effectively in one day
- ☐ We have provided clear information on options/alternatives for transportation, bus logistics and parking at the Museum
- ☐ We have a registration coordinator who will oversee group registration and related correspondence for school and adult group visits
- ☐ We have created a policy and scheduling system that provides timed entry for groups into Butterfly Haven that will not exclude the casual visitor from entering
- ☐ The entrance to our Museum is clearly marked in front for busses and with directional signs to find it from surrounding areas
- ☐ We have prepared pre-visit materials to focus the group visit through educational activities or background information
- ☐ We have provided the opportunity for groups to pre-order box lunches through Taste America

2. Upon arrival to the site, are groups given direction to plan their visit at the Museum?

- ☐ We have a plan to manage intake of groups and control "chaos" at the entrance to the Museum with bus greeters and a designated staging area
- ☐ We have created a policy to handle unexpected groups who did not pre-register and communicated that to staff and volunteers
- ☐ We have made the group aware of policies of the Museum that will effect their visit
- ☐ We have provided an itinerary for the group to follow while in the Museum that emphasizes relevant times, locations, and activities available
- ☐ We have provided a locker for school groups with coat hooks for their belongings that are clearly marked (can be differentiated by name/animal/number etc.) and accessible throughout their visit
- ☐ School lunchroom is determined, capacity is known, and a plan to furnish, clean, and monitor the space throughout the week is in place
- ☐ An effective scheduling system for groups in lunchroom has been determined and volunteers are available to facilitate rotation of groups through the space

## B. Group Visit Checklist

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### 3. Are group "concerns" anticipated and planned for?

- ☐ We have determined where to have the busses park and have communicated that clearly to our group
- ☐ We have determined the capacity of the Museum and will not overbook group visits on any one day
- ☐ We have provided a practical method for groups to keep track of timed entry, temporary exhibit admission, and re-entry to Museum from café, ravine, weather lab patio, or outdoor exhibits
- ☐ Science Lab is fully equipped to for all educational programs including basic equipment (start-up expense) and consumable items
- ☐ There are enough staff, security guards, or volunteers available to help or direct lost visitors
- ☐ Group policies related to controlling the number of school children in the gift shop are clearly posted
- ☐ We have determined how to handle unattended or unruly school groups

### 4. Upon leaving, what does the group take with them (in hand or heart) that invites them back?

- ☐ All staff and volunteers verbally thank groups for coming and personally invite them to return
- ☐ We have an evaluation form that encourages feedback from groups
- ☐ Subscription programs have provided a tangible project or craft to take home
- ☐ We have provided gift shop items that are within everyone's price range

## **C. Tools necessary to provide the optimal visitor experience**

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### **1. Internal Communication and Recognition systems:**

- ☐ **Radios** are available for use by museum staff to ensure visitor safety, staff efficiency, troubleshooting, volunteer management, set-up and take-down of classes, events and meetings
- ☐ **Facilities calendar** to confirm group visit and meeting details (i.e. numbers, time, location, staff contact, group contact), assist in scheduling volunteer support, facilitate room set-up, and general visitor service
- ☐ **Information Technologies Staff** to create computer network between Museum staff and other buildings, maintain technology-related exhibits, maintain our web site and advance our efforts to incorporate the latest technological trends
- ☐ **Human Resources Staff** to recruit visitor centered staff, manage an information bulletin board and staff newsletter with job postings, staff recognition, vacation information, and policy information

### **2. Staff Visibility**

- ☐ **Set staff stations** (i.e. information desk, security office, admissions) that are known to visitors and staff in an emergency and has visitor information that will improve the visitor experience (i.e. museum map, facilities calendar, programs schedule, phone list, etc.)
- ☐ **Customer service coach** designated each day (staff member) to identify who is available to handle visitor concerns if they arise
- ☐ **Uniforms** have been determined and ordered for floor staff, volunteers and docents to identify who can be approached for information and provide a presence in the exhibits that might deter misbehaving visitors
- ☐ **Nametags** that provide staff's first name as a service and gesture of informality to visitors
- ☐ **Radios** are also a way that visitors can identify a staff member which is helpful to ensure a 'safe' feeling and provide a deterrent for misbehaving

## C. Tools necessary to provide the optimal visitor experience

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### 3. Problem Solving Processes

- ☐ **Comment forms** available to staff, volunteers and visitors that will identify problem areas in the Museum
- ☐ **Operations taskforce** (already in place) to continue addressing problems as they arise and creating solutions
- ☐ **Maintenance staff** available to clean up accidental “messes”, assist with set-up of last minute schedule changes, maintenance of restrooms and garbage cans in Museum and lunchroom that is available prior to and beyond visitor hours
- ☐ **Security team** to ensure visitor and staff safety, secure museum and personal belongings, and provide primary first aid services at all times
- ☐ **First Aid plan** to assist visitors in an emergency, provide a first aid station, complete accident report, and train staff about responsibilities and liabilities in emergency situations

### Resources:

“The Behavior of Family Groups in Science Museums” *Visitor Behavior* – Judy Diamond

“The Characteristics of a Positive Museum Experience (PME)” *Visitor Studies: Theory, Research and Practice, Vol. 5*

*The Experience Economy* – B. Joseph Pine II and James Gilmore

*Interpretive Master Planning* – John A. Veverka

*The Museum Experience* – John Falk and Lynn Dierking

*Museums and Their Visitors* – Eilean Hooper-Greenhill

“Plan for Success” Interpretive Planning Workshop – David Bucy

*Planning for People in a Museum* – Cathleen McCleen

## WHEN THE AUDIENCE TAKES CHARGE

Stephen E. Weil

Museums in the United States — still relatively young and still in dynamic evolution — stand at the confluence of two powerful forces that can fairly be expected to shape their development in significant ways over the long term. One is the movement within the worldwide museum community toward an institutional model that is primarily visitor-centered rather than object-oriented. Kenneth Hudson, perhaps the museum community's most astute observer, recently argued that this movement has been gathering force for at least fifty years. The other is the movement within the United States' non-profit sector — the organizational domain to which a majority of museums belong and by which nearly all are profoundly influenced — to change the way in which it evaluated organizational performance. Whereas a variety of standards (ability to attract resources, fidelity to sound management practices, quality of programming) has previously been used to measure the success of such organizations, those are today being supplanted by a single, overarching criterion: effectiveness, the demonstrable ability of a not-for-profit organization to articulate and achieve an intended outcome or outcomes.

The combination of these two movements will require that this country's museums develop an entirely new and far more interactive relationship with their visitors — both actual and potential — than they have traditionally had. To the extent that visitors may no longer be perceived as merely the passive recipients of museum offerings but are understood instead to play something of a partnership role in determining the nature of these offerings, museums must establish the capability to be continually attentive to the needs, wants, and desires of those visitors. Likewise, in demonstrating their effectiveness, museums will not only be required to clarify a reliable and credible capacity for continually assessing the extent to which they are, in fact, achieving their

intended impact. To maintain the in-house skills to accomplish these tasks, museums will have to consider broadening the composition of their senior staffs to include individuals with an expertise regarding visitors comparable to that which their discipline-trained curators already have regarding objects.



Evolutionary change is a ragged business, and not everything changes in synchrony. In terms both of how the museum field is organized and how individual museums are staffed and budgeted, their situation still reflects an earlier focus when objects were at the very center of their concerns, when discipline-trained curators played the dominant professional role and when research funds were channeled almost entirely to the study of collections. Revising their priorities (a revision almost certain to be strongly contested in order to redirect appropriate resources to visitor-oriented staff and research will be among the most critical (and perhaps daunting) challenges that museums will face in these next few years.

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-Mandy*